

150

# FINANCIAL TIMES

**Israel**  
**High-tech chutzpah**  
Management, Page 10

**The Baltics**  
**Profiting from peace**  
Page 13

**Angola**  
**Diamond diplomacy**  
Page 6

**TOMORROW'S**  
**Weekend FT**  
**Rugby: keep your eye on the money**

World Business Newspaper

FRIDAY MAY 3 1996

## French PM in drive to cut budget deficit

French prime minister Alain Juppé launched a big drive yesterday to reduce spending, trim civil servant numbers and axe government waste as the country seeks to cut its deficit enough to qualify for European Monetary Union. He has asked ministers to work on cutting this year's planned deficit of FF228bn (\$66.1bn) to below FF250bn next year. Page 14

**US entry restrictions:** Congress looks unlikely to tighten curbs on the legal rights and numbers of asylum-seekers and refugees trying to enter the US following a narrow Senate vote on part of the immigration bill. Page 7

**Fugitive 'would return':** Fugitive Cypriot businessman Asil Nadir said he would return to Britain to face charges linked to his collapsed Polly Peck business if the ruling Conservative party lost the next general election. Mr Nadir skipped £3.5m (\$5.25m) bail in 1993. Page 9

**London police launch new unit:** Police in the City of London, the UK's financial centre, have set up a unit to fight money laundering. The unit is already investigating six big cases. Page 9

**Indian elections reach second poll day:**



More than 120m Indians queued to cast their votes in the second day of the country's phased general elections, due to end on May 30. Opinion polls predict the Hindu nationalist Bharatiya Janata party will emerge as the biggest party, but short of a majority, with prime minister P.V. Narasimha Rao's Congress party in second place and the leftist National Front-Left Front alliance in third. India's poor have high hopes for change. Page 8

**Extradition turned down:** A South African court turned down a US request for the extradition of British businessman Paul Grechan, wanted on arms dealing charges, saying his alleged offences in the US would not have amounted to crimes if committed in South Africa.

**Cuba complains:** Cuba claimed the US blockade had cost it more than \$40bn and said that proposed US legislation was another attempt to blackmail other countries and deter foreign investors. Page 4

**Deal on search for funds:** Swiss bankers and Jewish leaders signed an agreement in New York setting up an independent commission to find if unclaimed millions in Swiss banks belong to Holocaust victims. Independent auditors appointed by the commission will be allowed unrestricted access to Swiss bank accounts.

**Matsushita enters telecoms:** Japan's biggest consumer electronics company is poised to take advantage of deregulation moves and start a long-distance telephone service. Matsushita aims to connect its own private leased lines to public telecoms networks and provide low-cost telecom services to the public. Page 14

**Subsidiary staff braced for job cuts:** Workers for Belgian airline Sabena, which is 49.5 per cent by Swissair, have been told they face up to 1,700 job cuts or a 15 per cent wage reduction as part of cost-cutting plans. Page 15

**Crédit Agricole takes control:** French mutual bank Crédit Agricole, is to pay FF6.3bn (\$1.22bn) for 51 per cent of Banque Indosuez, with an option to buy the rest by 2000. The Swiss group said the deal, valuing Indosuez at FF11.56bn, would more than wipe out its current debt. Page 15

**Australian wins business prize:** Australian Janet Holmes à Court, who owns 10 London theatres and has successfully restructured the empire of her late husband Robert, was named Britain's Businesswoman of the Year. Page 9

**British fan jailed:** English football fan Matthew Simmons attacked a lawyer in court after he was convicted of provoking Manchester United player Eric Cantona into a kung fu kick at a match last year. Page 9

STOCK MARKET INDICES		GOLD	
New York S&P 500	5,542.79 (+31.43)	New York: Comex (Jun)	335.7 (36.9)
Dow Jones Ind Av	5,542.79	London: close	333.29 (36.53)
NASDAQ Composite	1,191.58 (+8.08)	FTSE 100	2,778.4 (+29.8)
Europe and Far East		Nikkei	21,662.38 (+152.63)
CAC40	2,138.80 (+9.89)	US LUNCHTIME RATES	
DAX	2,022.21 (+2.94)	Federal Funds	5.75%
FTSE 100	2,778.4 (+29.8)	3-month Treasury Bill: Yd	5.85%
Nikkei	21,662.38 (+152.63)	Long Bond	7.35%
OTHER RATES		10-year Treasury	7.35%
3-mo interbank	5.75%	10-year US Gov	7.35%
3-month Treasury Bill: Yd	5.85%	NORTH SEA OIL (Average)	
Long Bond	7.35%	Brent	\$18.42 (18.00)
10-year Treasury	7.35%	Brent	\$18.42 (18.00)
10-year US Gov	7.35%	OTHER RATES	
		3-mo interbank	5.75%
		3-month Treasury Bill: Yd	5.85%
		Long Bond	7.35%
		10-year Treasury	7.35%
		10-year US Gov	7.35%

## Rapid US growth fuels rate rise fears

By Michael Prowse in Washington

A surge in US business investment led to unexpectedly rapid economic growth in the first quarter, intensifying fears yesterday that the Federal Reserve would be forced to increase interest rates.

Spurred by purchases of computers and other high-technology equipment, gross domestic product grew at an annualised rate of 2.8 per cent in real terms. This was nearly twice the rate expected by most Wall Street economists, and sharply higher than

the sluggish 0.5 per cent growth registered at the end of last year.

The Commerce Department figures prompted a sharp fall in bond and equity prices on fears that faster growth might put upward pressure on inflation and interest rates. The yield on the 30-year US Treasury bond rose past 7 per cent for the first time in nine months during early trading, while the Dow Jones Industrial Average fell 42.6 points to 5,532.59 by lunchtime.

The dollar weakened in line with the falls in US bonds. In London, the benchmark 10-year gilt fell by seven-eighths of a

point, while the FT-SE 100 index, also affected by the government's statement on National Power and PowerGen, reversed an early 23-point gain to close 29.6 lower at 3,778.4.

The markets also reacted negatively to reports of an unexpectedly large drop in claims for state unemployment benefits late last month - a sign of robust growth in the second quarter.

This is "clearly a strong economic performance" said Mr Joseph Stiglitz, the chief White House economist. "We believe the economy will continue on its path of sustained expansion."

Mr Mickey Kantor, the commerce secretary, said growth would have been half a percentage point higher but for special factors such as severe winter weather and a strike at General Motors, the car company.

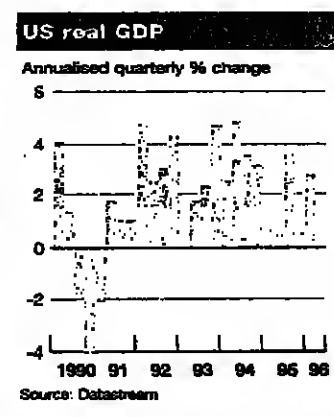
Growth was led by a surge in business fixed investment which grew at an annualised rate of 12.1 per cent, against 3.1 per cent in the final period of last year. The strongest component was computer purchases which grew at an annualised rate of 43 per cent from the fourth quarter of last year.

Consumer spending also rebounded strongly, growing at an annualised rate of 3.5 per cent in real terms, up from 1.2 per cent at the end of last year. Total domestic sales, which include capital goods, rose 4.1 per cent against 0.6 per cent.

Many economists also expect foreign trade to exert less of a drag than in the first quarter as growth elsewhere recovers.

"It has got to make the Fed a little more nervous. We are in a period of above-trend growth."

Continued on Page 14  
Bonds, Page 24; Currencies, Page 25; World Stocks, Page 34



## UK biotechnology group develops milk containing life-saving drugs

### Sheep are brought to market for £100m listing

By Daniel Green in London

The world's most valuable flock of sheep is to come to the stock market in a listing that would value its owner, biotechnology company PPL Therapeutics, at about £100m (\$151m).

The company that created Tracy, a genetically altered sheep whose milk contained a valuable protein, believes its technology can help sufferers of cystic fibrosis, stroke, heart attacks and cancer.

It has already created a flock of 200 sheep in Scotland whose milk contains various drugs.

The method promises to make possible production of complex proteins that exist naturally in the human body. The £25m-£30m to be raised in a market listing next month will be used to put these proteins into human clinical trials with a view to launching products from 2001.

Mr Ron James, PPL's managing director, said: "We need to expand the farm and build another plant. We already have the world's only pharmaceuticals industry standard milking parlour." The parlour includes computers that detect transmitters in each sheep to track their medical and milking history.

"The retail value of the material in a litre of milk is about £500. These animals are very well cared for," Mr James said. PPL's listing would be the latest in a series of sell-offs that have come during a period of sharp share price rises in the biotechnology sector. The listing would be a boost



Ron James with the genetically altered "very well cared for" drug producer PPL is bringing to market

for the biggest shareholder, Apex, a London venture capital company. It first invested in PPL in 1990 and its 25 per cent stake has cost a total of £6m.

PPL is unusual in that there were no founding scientists and no directors will become millionaires as a result of the listing. The technique for inserting human genes into animals in such a way that the animal's milk contains a protein determined by the gene was developed at Scotland's Roslin Institute, an independent state-funded research centre.

PPL's main corporate partner is Novo Nordisk, a Danish pharmaceuticals company, which has ploughed £8.6m into the venture and holds a 13 per cent stake.

Novo and PPL are sharing the costs of developing protein C, intended to treat heart attacks, and fibrinogen, which could help wounds heal after surgery. The company also has a partnership with American Home Products, on a milk that might be used to treat dietary problems, and three others with drug companies. But PPL has lost its first cor-

porate partner, Bayer of Germany, whose promise in 1992 to pay up to £10m for Tracy's genes, launched PPL on the road to a stock market listing.

Lex, Page 14

## BT and C&W call off £34bn merger talks

By Alan Cane in London

British Telecommunications and Cable and Wireless, the UK's two largest telecoms companies, called off merger talks unexpectedly late yesterday afternoon.

The talks which could have resulted in the world's third largest telecoms operator valued at some £34bn (\$51bn), founded on price and a mismatch between risks and opportunities.

The deal faced a formidable barrage of obstacles of a regulatory, political and business nature and analysts had never given the talks much more than an even chance of success. There was, nevertheless, a sense of disappointment at both companies that an opportunity to forge the world's first global telecoms carrier had been abandoned.

C&W said yesterday: "While the concept of a merged global business had commercial and industrial merit, there was no prospect of solving the numerous problems the merger presented for the company in a reasonable timescale."

BT said: "The strategic opportunity was one that merited thorough evaluation. But our conclusion was that the risks, at this stage, outweighed the prospective opportunities."

The two companies have been talking sporadically to little effect for several months now, but yesterday's decision essen-

tially signals an end to negotiations. Under the terms of a confidentiality agreement governing the negotiations, neither BT nor C&W may, except in the event of a third party offer, acquire shares in the other without consent for 18 months.

Mr Rod Olsen, C&W acting chief executive, said the failure of the talks would affect the company's plans for stability, growth and development. He said a permanent chief executive, who is believed to be a respected north American telecoms executive, would be appointed shortly to replace Mr James Ross who left the company at the end of last year. The appointment has been in abeyance awaiting the outcome of the talks.

Analysts, pointing out that BT's chief aim in merging with C&W, was to strengthen its presence in the Asia-Pacific region where C&W has a majority stake in the lucrative Hongkong Telecom, expect it to continue discussions with other prospective partners and allies in the region including KDD of Japan, Telettra of Australia, Korea Telecom and Hongkong Telecom itself. BT has always acknowledged its preferred partner in the region was NTT, the principal Japanese carrier, and that prospective regulatory changes in Japan opened

Continued on Page 14  
Lex, Page 14

## German finance ministry set to issue short-term bonds

By Wolfgang Münchau in Frankfurt

The German finance ministry indicated yesterday that it expects to issue short-term government bonds in the near future.

The introduction of government bonds with a maturity of less than one year would mark a significant development for Germany's capital markets, and follows the Bundesbank's recent decision to relax its previously strong opposition. The German central bank, however, is known to be sceptical about the consequences of short-term instruments for monetary policy.

The finance ministry said yesterday that "working level" talks with the Bundesbank were under way, adding that a final decision might be reached soon. Lobbyists have long viewed the absence of a short-term bond market as a handicap for Frankfurt, fearing that it could lose out against other European financial centres after the scheduled start

of European monetary union in 1999, unless a short-term bond market was allowed to develop.

This argument appears to have been accepted reluctantly by the Bundesbank. Mr Johann Wilhelm Gaddum, vice-president of the Bundesbank, said last month: "The critical attitude of the Bundesbank towards short-term financing of long-term credit demand is well established. Our reservations, based on monetary policy considerations, remain in place. But we see, of course, that the transition from the D-Mark towards the euro creates a new situation... We will have to make a judgment as to how to adjust to this development."

As a compromise he suggested the creation of a short-term market that was large enough to operate efficiently, yet not too large as to destabilise monetary policy.

It is believed that the Bundesbank will try to persuade the German government to use short-term instruments only in moderation. For the 1996 budget

the government has already earmarked a provisional DM50bn (\$32.8bn) to be financed through short-term paper, if and when it becomes available.

German economists have estimated that a gross financing level of DM50bn a year would translate into a net market volume of about DM20bn.

It is widely thought that the paper, which does not yet have an official name, will not be a quoted instrument, and will be marketed only in large denominations to the institutional investor market.

Mr Thomas Mayer, chief economist at Goldman Sachs in Frankfurt, said: "It is evident that the idea of short-term instruments is gaining momentum. We have recently seen some trial balloons from the Bundesbank after the finance ministry has been pushing this for some time. It looks as if the U-turn is being made."

He said the government also hoped to benefit from low short-term interest rates and the steep yield curve.

CONTENTS	
News	14
European News	23
International News	8
Asia-Pacific News	6
American News	7
World Trade News	4
UK News	9
Weather	14
Arts	11
Features	11
Letter Page	13
Letters	12
Management	10
Observations	13
Property Market	10
Arts	11
Arts Guide	11
Crossword	23
Companies & Finance	10
UK	21,22
International	16-18,20
Int. Cap Mkts	24
Merchandise	28
Commodities	28
FT Actives	30
FTSPA Who Index	34
Foreign Exchanges	25
Gold Markets	29
Int. Bond Service	24
Managed Funds	28,29
Money Markets	25
Recent Issues	34
Share Information	26,27
London SE	30
Wall St Sources	31-34

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# Government faces contest with Länder on regulatory control of the sector

## Bonn stakes its claim over multimedia

By Frederick Stüdemann  
in Berlin

The German government yesterday moved to ensure that it and not the Länder (federal states) will regulate the multimedia sector.

Mr Jürgen Rüttgers, the federal technology minister, unveiled proposals for a national law providing for information and communication services linked by telephone, computer or television screen to be treated as ordinary commercial activities and not subject to any limitations

on freedom to trade. Access to the market should require the same licence as any other business.

The proposals are the latest twist in a battle between Bonn and the Länder over regulation of the sector, and are likely to be keenly contested in parliament.

"Our starting point is the freedom to enter the market of new services and, with that, the freedom to trade," Mr Rüttgers said. Any other position would create superfluous bureaucracy.

The Länder, which are work-

ing on a draft state treaty, see multimedia as broadcasting, which they regulate.

Mr Bernd Schiphorst, chief executive of the online service company Bertelsmann-AG, welcomed the government move. "We doubt the competence of the Länder," he said.

"Broadcasting is very strongly regulated and we want to avoid that with online services." The market should be open to anyone.

The Länder specify how many broadcasters can operate in their area and limit concen-

trations of ownership. Applicants for licences have to satisfy quality standards and vetting committees include political and church representatives.

The public sector broadcasting companies are in favour of Länder control, believing this will give them the chance to expand into the multimedia sector. "Our commercial competitors do not want us to go into multimedia and are therefore opposed to Länder responsibility," said Mr Peter Voss, director of Süd West Funk, a public sector network.

Commercial operators in the multimedia sector fear that the tussle between the federal government and the Länder over who will regulate the sector could lead to confusion in the market.

Next month the Bonn government will publish its draft law, for which Mr Rüttgers' proposals are intended as a framework discussion document. The Länder are due to unveil their proposals in the summer.

Mr Rüttgers said Bonn wanted to see consumer interests and privacy protected in

the multimedia sector, as well as legal measures against obscenity and incitement to racial hatred. He said responsibility for possibly offensive material on the Internet would lie with the creators and distributors of the material and not with the service providers.

Over the past year online service companies in Germany have been investigated by police on allegations of assisting in distribution of child pornography and racist material, which users accessed through Internet gateways provided by the companies.

### EUROPEAN NEWS DIGEST

## Yeltsin confirms Chechen visit

Russian President Boris Yeltsin yesterday reaffirmed his plan to travel to the war-torn Chechen republic later this month. Although the trip could be a high-profile boost to Mr Yeltsin's campaign for re-election, some observers have warned it could also become a political disaster if the president or his entourage were to be attacked by separatist forces.

But in an interview with a regional Russian television station, Mr Yeltsin said yesterday that he was firm in his intention to visit Chechnya. "Firstly, I have to thank the servicemen who have done a big job there, secondly to meet the elders and thirdly to give a boost to talks," Mr Yeltsin said.

The Russian leader said he was ready to meet directly with separatists but insisted that Moscow would not budge from its determination to keep Chechnya within the Russian Federation.

Christina Freedland, Moscow

## Bavarian tax case conviction

A Bavarian court convicted the son of a prominent German tax exile yesterday for evading about DM65m (\$41.4m) in tax in one of Germany's most spectacular post-war tax cases.

Johannes Zwick, 40, was given a suspended sentence of 22 months in jail and ordered to donate DM1.63m to charity for making a false tax declaration on behalf of his father Eduard, a tax exile living in Switzerland.

The court heard that Bavarian officials helped Johannes Zwick and his entrepreneur father, known as the "Spa King" for a chain of health resorts he owns, to avoid paying tax.

The judge said Johannes Zwick had submitted a false tax declaration on behalf of his father, reducing DM17m tax debt to just DM5.5m in 1990. Eduard Zwick admitted in an interview last year that he had managed to avoid the tax and that the late state premier, Franz Josef Strauss, who was a close friend, had helped him.

Reuter, Landstuhl

## Belgian government survives vote

The Belgian centre-left government of prime minister Jean-Luc Dehaene survived a no-confidence vote in parliament yesterday over plans for an employment pact with unions and business.

The governing coalition of Socialist and Christian Democrat parties won by 85 votes to 68.

Mr Dehaene's government has come under fire over the plan to cut unemployment by half by 2002. The plan was rejected by the Socialist-led trade unions in favour of employers.

Socialist ministers were jeered and pelted with eggs by trade unionists during May Day rallies. Mr Dehaene has vowed to press ahead with the plan, which focuses on limiting salary increases to keep them in line with Belgium's main trading partners.

AP, Brussels

## Parthenon faces long repairs

Part of the northern face of the Parthenon in Athens will be covered by scaffolding for the next 10-15 years after a chunk of marble fell off the 2,500-year-old monument.

The Greek culture ministry's central archaeological council yesterday announced the measure in the hope of preventing other pieces coming loose.

The chunk that became dislodged was attached to the temple during a previous restoration and the bonding material had deteriorated.

More than 4m tourists each year visit the Parthenon temple on the Acropolis in central Athens. It was completed in 439 BC and is dedicated to the goddess Athena.

AP, Athens

## Move on Austrian bank secrecy

A member of the Austrian government yesterday gave the first hint it might be willing to compromise on the issue of anonymous savings accounts, which the European Commission seeks to abolish.

Mr Karl Schlögl, the state secretary for European affairs, was quoted as saying the government might demand proof of identity from bank customers who wanted to open a new account. Existing accounts would be allowed to remain anonymous and parliament would tighten bank secrecy laws, he added.

Mr Schlögl was talking after a meeting with Mr Mario Monti, EU single market commissioner. His proposal goes only half way to meeting the EU's objections that anonymous banking violates EU directives on money laundering.

Other cabinet members immediately distanced themselves from Mr Schlögl's initiative. Mr Johannes Ditz, the economics minister, said the comments contradicted the government's official stance and a finance ministry spokesman said he was surprised by the proposal.

Eric Freg, Vienna

## German industrial output rises

German industrial production in March rose 2.1 per cent compared with February, a higher rise than expected by many analysts.

They warned, however, that while the coming months were expected to show stronger output figures, the March figures also gave no indication of any rebound in the economy.

The more reliable two-month figures, which compare March/February with January/December and from out comparable seasonal changes, showed that industrial production had fallen by 1.5 per cent.

Analysts cautioned that the March figures, which are preliminary, may be revised downwards, especially because of sharp movements in the construction industry.

Compared with the same two-month period a year earlier, industrial production fell 3.6 per cent. Analysts pointed out that the March rise was mainly due to the construction industry whose output rose 12.6 per cent, following an 11.6 per cent fall in February.

German import prices rose 0.3 per cent in March from February, while export prices rose 0.2 per cent. Import prices rose 0.4 per cent year-on-year and export prices climbed 0.6 per cent from March 1995. The rise in the import price index in year-on-year terms results partly from the fact that much of the D-Mark's early-1995 appreciation has dropped out of the statistical base.

New car registrations in France rose a seasonally adjusted 2.9 per cent in April from a year earlier to 183,600 units.

The trade surplus of the Belgium-Luxembourg economic union totalled BF741.6bn (\$13.9bn) in 1995, up from BF737.7bn in 1994.

## Germany set to change law on takeovers

By Frederick Stüdemann

The German government yesterday proposed changes in the country's competition law to bring national legislation into closer harmony with that of the European Union.

Among specific changes proposed by Mr Günther Rexrodt, the economics minister, is one to double the threshold for referring takeovers to the cartel office from DM500m to DM1bn (€600m) of total turnover of the companies involved.

It is also proposed to scrap excep-

tions from takeover controls in transport, banking, insurance and agriculture. The energy sector is not covered by the draft proposal as the competition regulation of that industry will be dealt with by a separate law.

The economics minister would retain the power to overturn cartel office rulings - as was done in the Daimler Benz takeover of the MBB defence company - but such actions are unusual.

Retail price maintenance rules would remain for the sale of books,

Mr Rexrodt said this was necessary for reasons of educational and cultural policy.

The proposals were cautiously welcomed by German industry, which has lobbied heavily for changes in competition law. But the BDI industry federation said they did not resolve the differences between German and European law over the exact definition of takeovers and market dominance.

"These are two key areas which need to be sorted out before one can talk about harmonisation," said Mr

Lothar Dressel, the BDI's competition law expert. European law on takeovers focused on how much one company would control, he said, while German competition authorities took a more wide-ranging assessment.

"The result is that in Germany the authorities become involved at a much earlier stage," said Mr Dressel. The BDI, whose members have direct experience of working with both definitions, believe the European one to be "more clear and more correct", he said.

On the issue of market dominance,

the BDI believes that the German authorities take too narrow a definition for assessment, looking chiefly at the level of market share held by a company.

EU law also takes into account the overall state of a particular market when making an assessment.

The draft proposal now enters the consultation stage before being presented to parliament.

Mr Rexrodt said he expected the law to be passed before the end of the current parliament, which ends in 1998.

## Looming election speeds the start of Albania's first stock exchange

# Bourse recruits experienced street dealers

By Marianne Sullivan in Tirana and Kevin Done in London

Mr Arben Vagarrri, a 33-year-old former factory worker turned street trader, began a new career yesterday as one of Albania's first 10 licensed stock market dealers, as the Tirana bourse officially opened for business.

Isolated for decades from the rest of Europe by one of the world's most repressive Stalinist regimes led by Mr Enver Hoxha, Albania is finally acquiring the institutions of western capitalism, however rudimentary.

Housed in the grand hall of the central bank, built in the 1930s Italian-style of King Zog, it is the first stock exchange in the country's history.

It has been rushed into operation less than five weeks before the general election, as the Democratic Party government of President Sali Berisha seeks to convince a sceptical electorate that its programme of free market reforms is taking hold.

Trading, under the control of the Bank of Albania, is initially limited to treasury bills and privatisation vouchers.

The market's regulatory commission is currently registering companies to be listed on the market and equity trading could start before the end of the month, according to Ms Albina Karanitro, 38, the exchange's first chief executive.

Foreign exchange trading could begin later in the year.

With no experience of operating a capital market, the central bank has looked outside its doors to the foreign currency traders that throng Tirana's dusty main square to find the budding dealers and brokers to man the market.

Mr Vagarrri, who started currency dealing on the street in 1991 with a \$400 loan from his brother working in Italy, is one of three street traders licensed

to move into the stock market. Selling currencies and vouchers on the street is a good living, he says. He can earn up to \$1,000 a month, compared with average public sector salaries of between \$80 and \$100 a month. He believes the stock market will offer him more security, however, and free him from the worries of theft and counterfeit money.

Street dealers - a wad of notes in one hand and a calculator in the other - have dominated the foreign currency trade since the former communist regime collapsed in 1991.

They have also had a virtual monopoly on buying and selling the privatisation vouchers the government began to distribute last year. The voucher market has been weak, however, and fewer than 20 per cent of the Albanians awarded them invested in newly privatised companies.

The street traders say most voucher holders prefer to sell the vouchers for quick cash, even though the current price is only 12 per cent of the nominal value of the vouchers.

Inevitably some of the street dealers who have not been licensed for the stock market are fearful for their futures and believe that the government will begin to crack down on their activities.

"Most of these people were unemployed and this is the only way they can make their living," says Mr Aleks Laco, a 41-year-old former ditch digger, who is now trading vouchers and currencies.

Mr Vagarrri is much more optimistic and plans to continue trading on the street in addition to the two days he will spend at the stock market.

"The future will be in the stock market. But for now there is no way to stop this street trade where people come from all over Albania to buy and sell. It will only be stopped when there is a private bank in every city and village."

Ms Karanitro, standing yesterday in front of the three tables and telephones which for the moment comprise the stock market, acknowledges that this is only the beginning.

## Bank loan to patch Russian welfare net

By Christina Freedland in Moscow

The World Bank this week approved a \$200m loan to help mend Russia's crumbling social welfare net.

Social services, such as healthcare and education, have been one of the biggest casualties in Russia's traumatic transition to a market economy.

The World Bank's community social infrastructure project will be targeted on two areas: the Siberian city of Novosibirsk, which has been hard hit by the decline in defence-related industries; and Rostov, an agricultural city in the south, which voted heavily for Communists in last December's parliamentary election.

The programme will try to stem the decline in healthcare, education, water supply and sanitation in these regions.

Under the Soviet regime, many of these services were provided directly by factories, which routinely supplied healthcare for their workers and often ran and financed schools.

But the shift to a market economy has compelled factory managers, trying to make their companies more profitable, to transfer responsibility for social welfare to municipal and regional governments.

However, poor collection of tax revenues and declining contributions from the federal budget have made it impossible for many regions to provide the old levels of social support.

Russia's nascent bourgeoisie has flocked to costly private medical clinics and schools, which provide excellent care and education, but most people have been forced to make do with the crumbling, state-run system.

Among the most startling outward indicators of the decline have been a resurgence of cholera and other virulent infections, and a sharp fall in life expectancy.

The World Bank project aims to repair and build schools, and to equip selected hospitals with emergency rooms, intensive care units, operating theatres, central laboratories and central x-ray facilities. The programme will also finance repairs to water mains, chlorination plants and sewerage networks.



Troops cross a new bridge, built by an Ifor unit over the Sava river, that restores a route between the Belgrade-Zagreb motorway and central Bosnia.

## Displaced Bosnians test their ability to go home

By Bruce Clark in Brussels

A spate of attempts to cross the former confrontation lines are only the beginning of a much bigger challenge for western policy-makers, according to senior diplomats in Brussels.

About 30 times in the past few weeks, groups of displaced people - mostly Moslems who were driven out of their homes by the Bosnian Serbs - have tried crossing the lines in order to assert the principle of freedom of movement.

On two occasions this week such expeditions ended in bloodshed: once in Doboj in northern Bosnia, where three people died from gunshot or mine injuries, and the other in Travno, south of Sarajevo. At least 12 groups of refugees managed to cross the lines successfully, while several other efforts were called off after proving impracticable.

The question of how to respond to these line-crossing expeditions has become the biggest single headache for commanders of Nato's 60,000-strong peace implementation

force, known as Ifor. Ifor troops try to prevent people crossing the line, they are vulnerable to the charge of consolidating ethnic partition, but if they try to help the refugees "fight their way through" they risk being caught in the middle of bitter and escalating inter-communal clashes.

Mr Carl Bildt, head of the civilian part of the peace process, has warned local Serb leaders they are breaking the law if they shoot at refugees.

But as diplomats involved in the peace process noted yesterday, the few hundred people who have so far tried to visit graves or celebrate the Bayram holiday in Serb-held land are only the beginning of the problem.

So far, trips by displaced persons have been brief sorties aimed at testing the lines' permeability. A procedure exists for handling them: the United Nations High Commissioner for Refugees (UNHCR) liaises between local authorities on both sides of the line and advises Ifor and the UN police on the feasibility of the expedition.

A much bigger challenge will arise if people try to reclaim their old homes, whether to reoccupy them or claim compensation.

The UNHCR has estimated the number of Bosnians living outside their country who might try to return at around 900,000 - and even greater numbers have been displaced within Bosnia.

A huge problem could arise for Ifor and the host of civilian organisations working in Bosnia if even 10 per cent of those entitled to claim the right of return actually do so.

The need for maximum flexibility in handling the refugee problem is one of the main reasons Nato has decided to remain at full strength at least until September, when elections are due to be held to a complex series of new inter-ethnic institutions.

But, on current indications, the risk of violent clashes between refugees and the new occupants of their old homes is unlikely to have been solved by the end of the year. That is when Ifor is supposed to pack up and leave.

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## PDS weighs heavily in Prodi's attempts to find balance

To judge by the Italian media the composition of the next government has been all but decided. But the utter certainty with which lists of potential ministers are published - and then revised the day after - underlines the delicate task for the centre-left Olive Tree coalition in balancing portfolios.

Formally, the job of choosing a cabinet falls to Mr Romano Prodi, the Olive Tree's leader, and his second in command, Mr Walter Veltroni, who will be respectively prime minister and deputy premier. However, an important power of veto is being exercised by Mr Massimo D'Alema, head of the Party of the Democratic Left (PDS), the alliance's dominant partner.

## Robert Graham looks at some prominent contenders for posts in Italy's new cabinet

The first problem is what to do with Mr Lamberto Dini, the outgoing premier, whose presence in the alliance contributed to its election victory. Mr Dini wants the job of speaker of the Chamber of Deputies rather than a ministerial post, but Mr D'Alema believes this would give Dini too much freedom to pursue his ambition of creating a new centrist bloc. The PDS also wants to reward Mr Luciano Violante, a key party figure in the fight against the Mafia, and deputy speaker in the previous legislature.

The preferred post for Mr

Dini is at the foreign ministry, a second though less likely option being the treasury which he has held since 1994.

Until his role is settled, other important pieces cannot easily fall into place. For instance, Mr Veltroni would probably have to be found a portfolio if he cannot be speaker, and if Mr Dini goes to the foreign ministry, another important position must be found for Mr Giorgio Napolitano, a distinguished member of the PDS and, before that, of the old Communist party (PCI).

Mr D'Alema has also made his presence felt by casting

doubt on Mr Prodi's efforts to recruit Mr Antonio Di Pietro, the former Milan investigative magistrate, who has been contemplating entering politics but took no part in the general election. He opposes recruiting Mr Di Pietro despite his public popularity.

The step on the former magistrate has raised the question of how many non-MPs, if any, should be included in the cabinet.

Mr Prodi wants Mr Carlo Azeglio Ciampi, former premier and central bank governor, in the key treasury job to boost international confidence

in economic policy - especially privatisation. Other possibilities are Mr Giovanni Maria Flick, a widely respected judicial expert, Prof Luigi Sopraventa, budget minister in the 1993 Ciampi government, and Prof Sabino Cassese, an expert on the public administration, who initiated reform of the civil service in 1993.

However, most of the ministries will be distributed among the seven parties which are fully part of the Olive Tree. The PDS is likely to see its chief economic spokesman, Mr Vincenzo Visco, in one of the three economics portfolios; and

Mr D'Alema will press for a reward for his close adviser, Mr Claudio Burlando, the former mayor of Genoa. At least two outgoing ministers - Mr Tiziano Treu (labour) and Mr Augusto Fantozzi (finance) who are members of Mr Dini's Italian Renewal party - could continue in their jobs or be given new ones.

President Oscar Luigi Scalfaro is understood to prefer that the sensitive interior or defence portfolios should not be given to a former Communist or PDS member. This makes it likely Mr Antonio Maccanico, the veteran state

servant, will be given the interior job.

One of the more interesting appointments could be the recruitment of Mr Massimo Cacciari, the philosopher mayor of Venice. Mr Cacciari was a dissident member of the PCI and has since become an independent leftwinger, close to the PDS but critical of Mr D'Alema.

He has latterly become the unofficial spokesman for the economically dynamic Veneto, Italy's most pro-secessionist region.

He could be given the job of regional affairs with a brief to head off the populist Northern League's secessionist revolt in the north-east.

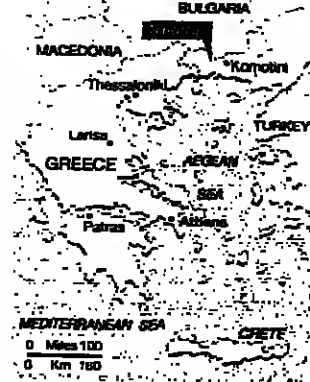
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# Simitis starts first tour of Thrace today

By Kerin Hope in Athens

Mr Costas Simitis, the Greek prime minister, today begins his first tour of Thrace, one of the European Union's least developed regions and home of a sizeable Moslem minority that claims it is discriminated against by Greek authorities.



He is the first Greek premier in 10 years to make more than a brief election visit to this fertile tobacco- and cotton-growing area where Greece borders Bulgaria and Turkey. The national frontiers are not in dispute, but the presence of about 130,000 ethnic Turks, gypsies and Pomaks, whose ethnic origins are hotly debated, contributes to tension between Greece and Turkey.

EU, intended to put pressure on Ankara to accept international mediation in the two countries' dispute over the Aegean, does not rule out better medium-term ties. Addressing the problems of the Moslem minority is one way of indicating Greece is serious about wanting to improve ties with Turkey, says a Greek official.

Mr Simitis will also be canvassing support from Socialist party (Pasok) members in Thrace, including the minorities, for his attempt to take over the party leadership from Mr Andreas Papandreu, whom he succeeded as prime minister in January. Provincial delegates' votes are likely to decide an election contest between Mr Simitis and Mr Akis Tsochatzopoulos, public administration minister, at Pasok's congress in July.

# Romania set to re-license banks

By Virginia Marsh in Bucharest

Romania will soon re-license several banks as market-makers in its inter-bank foreign exchange market now that the country's Forex crisis has abated, Mr Mngur Isarescu, central bank governor, said yesterday.

"It is clear we would like more banks and we intend to include at least one foreign bank. This is necessary for the credibility of the market. We will do this very soon," he said in an interview.

He insisted no attempt would be made to "fix" the exchange rate; stricter banking supervision and Romania's improved financial situation would enable the market to function correctly. The country has recently returned to international capital markets after an absence of over 10 years and is expected to launch its first international bond next week. It hopes to raise \$380m in a Samurial issue and plans its first eurobond in the summer.

# US fund managers furious at Polish sacking

The Polish government is facing a potentially damaging conflict with foreign investors following the dismissal of two US fund managers from one of 15 National Investment Funds.

The NIFs were set up last July when nearly 500 Polish companies were privatised as part of the country's Mass Privatisation Programme (MPP). Foreign fund managers were invited to join fund management companies and share their expertise with Polish partners.

But Wasserstein Perella and New England Investment, which teamed up with KNK Finance and Investment, a Polish consulting firm, have been dismissed as managers of Fund Number 11 by their Polish partners.

The fund management company in which they had a 50 per cent stake and management control was dismissed and the fund taken over by Mr Ireneusz Nawrocki, one of their former partners, and the chairman of KN Wasserstein, the management company set up in July 1995 by the two US companies and their Polish partners allotted to the fund by the privatisation programme.

Management control was vested in Perella. "This was our main condition for agreeing to work with our Polish partners and was accepted by

Christopher Bobinski in Warsaw and Anthony Robinson in London report on a serious conflict in the making with foreign investors

them," Mr Paul Pittman, a director of Wasserstein Perella and investment manager of the Polish fund, said in London. He described his Polish partners' action as "expropriation of a business we set up and organised". The company has been taken away from us improperly and handed over to the supervisory board and Mr Nawrocki," he added.

What has most enraged the two US companies is that the letter from the fund's supervisory board dismissing them accused them of negligence, and made this the main ground for unilateral termination of their fund management agreement. "We were not negligent in any way. They have fabricated reasons for the termination of a 10-year contract with a mere piece of paper," said Mr Pittman.

By charging the US firms with negligence the Polish partner is believed to have sought to avoid payment of around \$1.5m in compensation. The US companies now intend to argue their case through the international courts.

Mr Nawrocki argues that the focus of the mass privatisation programme "has changed from doing deals and conventional fund management to restruct-

## Foreign companies involved in Polish fund management consortia

- New England Investment Cos (US)
- Wasserstein Perella Emerging Markets (US)
- BZW (UK)
- GiroCredit (Austria)
- UNP International Holding (Canada/UK)
- Murray Johnstone (UK)
- Raffielsen Zentralbank (Austria)
- W.S. Atkins (UK)
- Kleinwort Benson (UK)
- Chase Manhattan (US)
- GICC Capital Corporation (US)
- Lazard Freres et Cie (France)
- KF International (US)
- Paine Webber (UK)
- Banque Arfil (France)
- Banque Nationale de Paris (France)
- Yamaichi (Japan)
- Regent Pacific (Hong Kong)
- Central Europe Trust (UK)
- Charterhouse Development Capital (UK)
- Crédit Commercial de France (France)
- Creditanstalt-Bankverein (Austria)
- SGC St Gallen (Switzerland)

uring companies. This requires different skills and a longer time span," he said. "Most of the foreign companies involved in the funds are skilled at

Nawrocki is an old friend and confidant of Mr Wieslaw Kaczmarek, the privatisation minister. Last year, the minister appointed Mr Nawrocki to

"They [Poles] have fabricated reasons for the termination of a 10-year contract with a piece of paper"

doing deals but take a short-term view."

Mr Nawrocki's views are particularly unsettling to foreign fund managers because Mr

head the supervisory board of the copper company Polska Miedz, the country's most profitable company and due to be partially privatised later this

year. The row over Fund 11 is the latest in a number of disputes involving foreign fund managers.

Last summer, one of the government-appointed supervisory boards, equivalent to the board of directors, decided to run Fund 9 without the help of a foreign management company. This followed disagreements within the potential management team which included ING, the Dutch banking group, and Warta, a Polish insurance company.

Investment bankers in London involved in the mmp said yesterday the position of several other foreign fund managers was under threat as their Polish partners had realised the potentially lucrative nature of the fund management contracts and were seeking ways of elbowing their foreign partners aside.

"Under the MPP management rules fund managers receive 1 per cent of the shares in the fund per year for the first nine years of the 10-year contract and 6 per cent in the final year.

They also receive annual management fees of between \$3m-\$4m a year to cover operating expenses," one investment banker said. "Meanwhile

their presence as "insiders" in Polish financial markets gives the foreign fund managers a unique opportunity to position themselves for future sales of pensions, foreign funds and other financial products as Polish incomes rise and the sophistication of Polish investors increases," he added.

The current row over Fund 11 has wider political implications. The privatisation programme was the brainchild of the first Solidarity government in 1990 but only implemented last July.

Foreign fund managers now question whether the government headed by former Communists is as committed to the principle of expert foreign management for the funds as the former Solidarity government, for whom it was a key element.

The funds are also under attack from the Solidarity trade union, backed by Poland's rightwing nationalist opposition.

They want the MPP to be programme amended to incorporate elements of Czech-style coupon privatisation.

The Solidarity union is organising 15 committees, one for each fund, to co-ordinate action by trade unions. The unions threaten to resist any closures proposed by fund managers as part of their strategy to reorganise and add value to their portfolios.

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## APPOINTMENTS CORPORATE FINANCE

As an analyst within the Corporate Finance Department of this leading international investment company the incumbent will specialise in analysis and valuation of European, Russian and North American companies, requiring full understanding of European, Russian and American accounting standards, financial analysis tools and techniques, industry and market analysis and corporate strategy formulation, discounted cash flow methodologies, analysis of comparable industry companies/transactions in Europe, Russia and U.S. securities industry and strong written and oral presentation skills. Salary circa £24,000. Applicants, aged 25-30, educated to degree standard, with minimum three years' relevant business experience, preferably gained in the U.S. and Russia, multicultural background, and fluency in Russian in addition to English, should write, enclosing full curriculum vitae to Box A5342, Financial Times, One Southwark Bridge, London SE1 9FL.



## Saudis start talks on joining the WTO

By Frances Williams in Geneva

Saudi Arabia yesterday began negotiations with trading partners on its bid to join the World Trade Organisation. The talks are expected to last well into 1997 or beyond - though Saudi officials yesterday said they hoped for entry next year. The oil-rich kingdom, which ranks as the world's 26th largest exporter, is seeking WTO membership mainly as a way to expand markets for its manufacturing exports, notably petrochemicals.

"It is a question of marketing our petrochemicals, which face a lot of trade restrictions in various European countries as well as in the US," said a Saudi diplomat.

Saudi Arabia applied to join Gatt, the WTO's predecessor, in July 1986 but these negotiations had made little progress by the time the WTO was created in January last year. Yesterday was the first meeting of the WTO's working party on Saudi membership.

Saudi Arabia hopes to join the WTO as a developing country, which will give it more leeway in applying some of the organisation's fair trade rules. But trading partners yesterday raised various concerns, including access for farm goods, non-tariff barriers to imports and export subsidies.

The US, which has put Saudi Arabia on its "watch list" for violations of intellectual property rights, is expected to press Riyadh to adopt tough legislation to enforce copyrights, patents and trademarks. Of the six members of the Gulf Co-operation Council, Kuwait, Qatar, Bahrain and the United Arab Emirates are already WTO members. Oman has not yet applied. Membership negotiations for the UAE, the latest to join, took nearly two years.

Representatives of the World Travel and Tourism Council yesterday met Mr Renato Ruggiero, WTO director general, to reiterate the council's support for liberalisation of tourism services and stress the potential for creating jobs.

## Cuba says US blockade cost it \$40bn

By Roger Matthews in Johannesburg

Cuba yesterday hit out angrily at the US, claiming that its blockade had cost it more than \$40bn.

Speaking at the United Nations Conference on Trade and Development (Unctad), Mr Ricardo Ruiz, the minister of trade, said proposed US legislation was a further attempt to blackmail other countries and deter foreign investors.

"Over the years, the US blockade, as expressed by laws, acts of force and intimidation has cost the Cuban economy more than \$40bn," he said.

"This is far in excess of any damage done to the US economy through Cuban expropriation of US property. And the US has ruled out any bilateral negotiations on the issue of possible compensation for expropriations," said Mr Ruiz. The minister added that new US legislation, which proposed imposing penalties against companies or countries doing business with Cuba "was an attempt, to intimidate foreign countries and private institutions". He said Cuba welcomed and appreciated the expressions of condemnation made against the US move by "various governments, parliaments and business organisations".

South Africa has particular sympathy for the Cuban plight, and President Nelson Mandela has several times expressed his gratitude to President Fidel Castro for his support during the struggle against apartheid. Trade delegations from South Africa have recently visited Havana, and Cuban doctors have been recruited to assist in healthcare programmes, particularly in rural areas.

Among those expressing opposition to the US move was the British delegation, headed by Mr Anthony Nelson, the trade minister. He said earlier

this week that the issue would be raised with the World Trade Organisation.

A two-month dispute between Cuba and a trading company from Russia over a sugar-for-oil contract is still unresolved and is threatening further delays in implementing a strategic government-to-government trade deal, writes Pascal Fletcher in Havana.

Cubazucar, the Cuban state sugar marketing company, has rejected allegations made by the Russian company, Alfa-Eko, of delays in Cuban sugar shipments. It said Alfa-Eko was seeking to renege on their original agreement. "We signed

a contract. What we want is a solution based on what was signed," a Cubazucar spokesman said.

Lawyers from both sides are discussing the dispute, which has disrupted part of a sugar-for-oil deal agreed by the governments of Cuba and Russia for 1995/96.

Alfa-Eko was responsible for implementing half of this deal, which foresees overall the exchange of 2m tonnes of Russian oil for 1m tonnes of Cuban raw sugar.

Cubazucar said that on March 5 Alfa-Eko announced it would not ship any more oil unless Cuba met its demands.

## China is finding little favour in US

Nancy Dunne assesses the mood as Beijing's trading status comes up for renewal

It is that time of year again in Washington, when the administration and Congress address the vexed question of whether China should continue to be treated as favourably as most of America's trading partners.

The matter will have to be resolved by June 4, when President Bill Clinton will announce whether to renew what the world's trade fraternity calls Most Favoured Nation status. The odds are that he will do it.

But the decision this year is, like so many other policy issues, made more complicated because it is an election year. And relations with China stir ball-tossing political emotions like few other foreign policy issues.

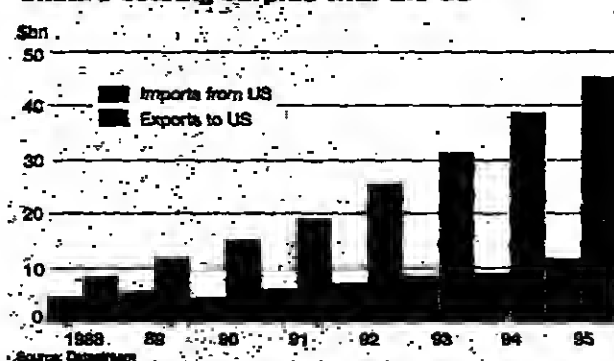
So members of different departments of Mr Clinton's administration have been putting their heads together to come up with a strategy that addresses its latest conflicts with China over intellectual property and alleged nuclear proliferation - which at the same time remembers the voters. "We need to get our ducks in a row before the MFN thing gets done," said one administration official.

When this week Washington put China at the top of its list of countries failing to protect intellectual property, it was a warning of trouble to come. The move could mean the imposition of up to \$2bn in punitive tariffs on Chinese

"The Chinese make it very difficult... their behaviour and the size of the trade deficit create extreme difficulties in Congress"

imports. Maintenance of China's MFN status has been a key element of Mr Clinton's policy of "comprehensive engagement", which seeks to "manage" the US-China relationship on a variety of fronts, including trade, nuclear non-proliferation and regional harmony. "The idea is to bring China to the table as a responsible player accepting international rules," an administration official said. Whatever the president decides, Congress can override him by majority vote. In turn the president can veto the override in the hope that Congress does not do the same with a two-thirds majority. The perceived failure of China to behave responsibly - particularly in the live missile war games across the Taiwan

China's soaring surplus with the US



strait - has made this strategy vulnerable to political attack.

Even though tensions now have eased on Taiwan, and China seems inclined to be helpful in negotiating a settlement on the Korean peninsula, the administration must deal with complaints that Beijing's human rights record has only grown worse, that it is alleged to have sold dual-use nuclear technology to Pakistan and that its large trade surplus with the US (\$40bn last year) is growing.

Mr Clinton must have some co-operation from China if he is to take on his critics. Business lobbyists are also hoping for help from Beijing. Year after year they urge to Capitol Hill hawking their vision of profits to be gained from

and conservative Republicans, equally appalled by China's human rights violations and its bullying of Taiwan line up together. Last month a bipartisan group of legislators - including Mr Tom Lantos, a California Democrat, and Mr Dana Rohrabacher, a California Republican - warned China that its behaviour on Taiwan was "profoundly destabilising to the entire region".

Mr Lantos predicted that a majority of the House would vote against a renewal of MFN. It is even possible that the House could override a presidential veto, although the pro-MFN coalition is likely to hold in the Senate.

Congress may not even try to overturn his decision, but may instead pass its own sanctions and Mr Clinton might go along with them, especially in view of the fact that Ms Charlene Barshefsky, acting US trade representative, achieved only "mixed" results on a recent trip to Beijing.

Signs are not enough, an administration official said. "There must be deliverables."

He went on: "Beijing must close more of the plants which are now producing record levels of stolen compact discs, videos and computer software. It must also give market access to foreign intellectual property industries - films, recordings, software, books - who propose doing legitimate joint ventures with the pirate plants."

Lucas Industries, the UK automotive and aerospace group, is to supply Ford in the US with high pressure on-board fuel tanks for natural gas powered versions of Ford's F Series pickup truck and the Econoline panel van. Lucas aerospace subsidiary is to design and manufacture the tanks under a contract expected to be worth at least \$50m over the life of the contract.

With nearly 700,000 sales last year, Ford's F Series truck is the biggest-selling vehicle in North America while the Econoline, with more than 150,000 units sold last year, is the US panel van market leader. While most of these are petrol-powered, Ford has been concerned to make its own natural gas powered versions available to meet tightening exhaust emissions standards.

Romania yesterday imposed cigarette duty stamps in a bid to combat smuggling, tax evasion and counterfeiting. Press reports said finance ministry officers would confiscate packs which did not have stamps and issue fines of up to 20m lei (\$6,870). Taxes on luxury foreign brands can be as high as 300 per cent while local cigarettes carry a 45 per cent duty, making cigarette smuggling lucrative and widespread.

Western cigarettes sell for less than \$1 a packet in Bucharest. RJ Reynolds of the US, which opened a factory in Bucharest last year to produce some of its lesser-known brands, expects to use up to 3m tax stamps a week.

### CONTRACTS & TENDERS

## PROPOSED MODIFICATIONS OF THE LICENCE OF MERCURY COMMUNICATIONS LIMITED (MERCURY)

- The Director General of Telecommunications (the "Director"), in accordance with section 12 (2) of the Telecommunications Act 1994 (the "Act"), hereby gives notice that he proposes to make modifications to the licence granted to Mercury Communications Limited on 5 November 1994 (the "Mercury Licence").
- The principal modifications which the Director proposes to make are described in the Schedule below. The Director also proposes to make a number of minor and consequential modifications for the purposes of the principal proposed modifications.
- A review of Mercury's licence concluded that certain conditions in the licence are obsolete, that others are not appropriate to a non-dominant operator and that obligations in Mercury's licence requiring advance publication of charges operate too harshly given Mercury's non-dominant position in most markets overall. He proposes that Mercury be subject to a requirement of effective day publication of charges. It is also proposed that the interconnection and Associates conditions should be brought up to date.
- The Director is required by section 12 (2) of the Act to consider any representations or objections which are duly made and not withdrawn. Following consultation and Mercury's agreement with them, the Director proposes to make the modifications forthwith.
- The consultation procedure to be followed is as follows. In the first stage, representations or objections to the proposed modifications may be made to David Naylor, OFTEL, 21 Ligonier Street, London EC4M 3JF (telephone 0171 634 8700) no later than Friday 11 May 1996. Any confidential material should be clearly marked as such and separated out into a confidential annex. All representations or objections received by OFTEL, with the exception of material marked confidential, will be made available for inspection in OFTEL's library. OFTEL encourages interested parties to place the non-confidential parts of their representations, objections and comments on their own business pages, in addition to sending OFTEL a hard copy. Comments on this document (if they are relatively short) can also be sent to OFTEL at the following e-mail address: press.offices@ofcom.gov.uk.
- In the second stage of consultation, interested parties are invited to send comments to OFTEL no later than Friday 14th June 1996 on the representations and objections received in the first stage. Copies of the proposed modifications can be obtained from Niall Hogan at the above address (telephone 0171 634 8662).

- ### SCHEDULE
- Proposed principal modifications of conditions of the Mercury licence
- Deletion of outdated conditions. It is proposed to delete the following conditions which are now no longer necessary:
    - Condition 6 - Calls made by Emergency Organisations. The Condition requires Mercury to have operators to connect calls in circumstances when they cannot be dialled direct. Because it is now possible to direct dial Emergency Organisations, the condition is redundant.
    - Condition 38 - Numbering arrangements. This has been superseded by Conditions 30A and 30B to Mercury's licence.
    - Condition 34A - Requirement to provide means of access to the Applicable Systems. This condition imposes an obligation on Mercury to provide access to its Applicable Systems, in conformity with certain standards which have now been superseded.
  - Deletion of conditions inappropriate to an operator in Mercury's position. There are a number of conditions which are unnecessary for an operator such as Mercury. They are not found in licences granted to other operators in a comparable position to Mercury. In view of Mercury's market position overall it is reasonable that it should be on the same footing as other comparable operators. The conditions to be deleted currently provide as follows:
    - Condition 9 - Priority fault repair services. This requires Mercury to offer a priority fault repair service to particular groups of customers.
    - Condition 17 - Prohibition on cross-subsidies. This gives the Director a power to control unfair cross-subsidies to Mercury's Apparatus Supply, Apparatus Production, and Supplemental Services Businesses.
  - Condition 19 - Separate accounts for certain activities. This requires the keeping of separate accounts for Mercury's Apparatus Supply Business, its Systems Business and its Supplemental Services Business.
  - Condition 28 - Apparatus production. This requires any apparatus supply business which Mercury may have to be a separate subsidiary.
  - Condition 21 - Prohibition of preferential treatment. This condition requires Mercury to give no preferential treatment to any apparatus supply business which it may have.
  - Condition 32 - Prohibition of certain exclusive dealing arrangements. This condition would require certain requirements on Mercury if it were deemed to be a Monopoly Purchaser of telecommunications apparatus.
  - Condition 36 - Prohibition of non-statutory testing arrangements. This condition prevents Mercury from imposing tests on apparatus to be connected to its network, over and above those required for apparatus approval under the provisions of the Act.
  - Condition 37 - Statutory testing. Mercury does not undertake statutory testing (and never has). Nor does it have any plans to enter this area of work.
  - Condition 38 - Limitations on integrated wiring situated on served premises. This condition prevents Mercury from installing its wiring in such a way as to prevent work on other systems installed on the premises. It is intended to prevent a dominant operator using its position to distort the apparatus (ie wiring) supply and maintenance markets. These issues are now covered in the OFTEL Wiring Code.
  - Condition 39 - Wiring, etc. not forming part of the Applicable Systems. This condition seeks to ensure that, in installing lines, Mercury does not favour its own Business (Apparatus Supply and Maintenance) at the expense of third-party suppliers.
  - Condition 40 - Limitations on certain maintenance arrangements. This condition covers the publication of charges, terms and conditions for Maintenance Services which the customer can only obtain from Mercury.
  - Condition 45 - Pre-notification of joint ventures. This condition requires Mercury to notify the Director of certain agreements or arrangements.
  - Condition 15 - Publication of charges, terms and conditions. This condition at present requires Mercury to publish and notify the introduction of changes to tariffs 28 days in advance. Following the Post Duplopy Review, in similar PTO licences a licensee only has to publish its tariffs once the licensee is deemed a "well established operator", having obtained a 25% share of the market for a given telecommunications service. Whether this regime should continue to apply, or should only apply to some of Mercury's tariffs, will be the subject of a later decision. In the meantime, it is proposed to remove the requirement that Mercury give 28 days notice of a price change, which forces Mercury's ability to compete with other operators on an equal footing. The proposed amendment to Condition 15 would therefore require publication and notification to OFTEL only on the day on which the tariff becomes effective (ie when services are applied under it).
  - Conditions requiring updating.
    - Condition 12 - Connection of systems providing connection services. It is proposed to amend this condition, which provides for the Director to review interconnection agreements. At present this condition gives the Director a role in determining interconnection issues not agreed between the two parties before the interconnection agreement has been signed. The licence does not however empower the Director to determine any issues which are subject to disagreement after the agreement has been signed and which arise on review unless the Director has determined the review cause of the interconnection agreement prior to its signing. The proposed licence modification is very similar to that already made to BT's licence, and trades the change which OFTEL intends to make to all other similar PTO licences.
    - Condition 47 - Associates. Since the grant of Mercury's licence, this condition, which is standard to most licences has been revised to strengthen the Director's power to deal with attempts to avoid a licensee's obligations under its licence by going through another member of the corporate group to which the licensee belongs.

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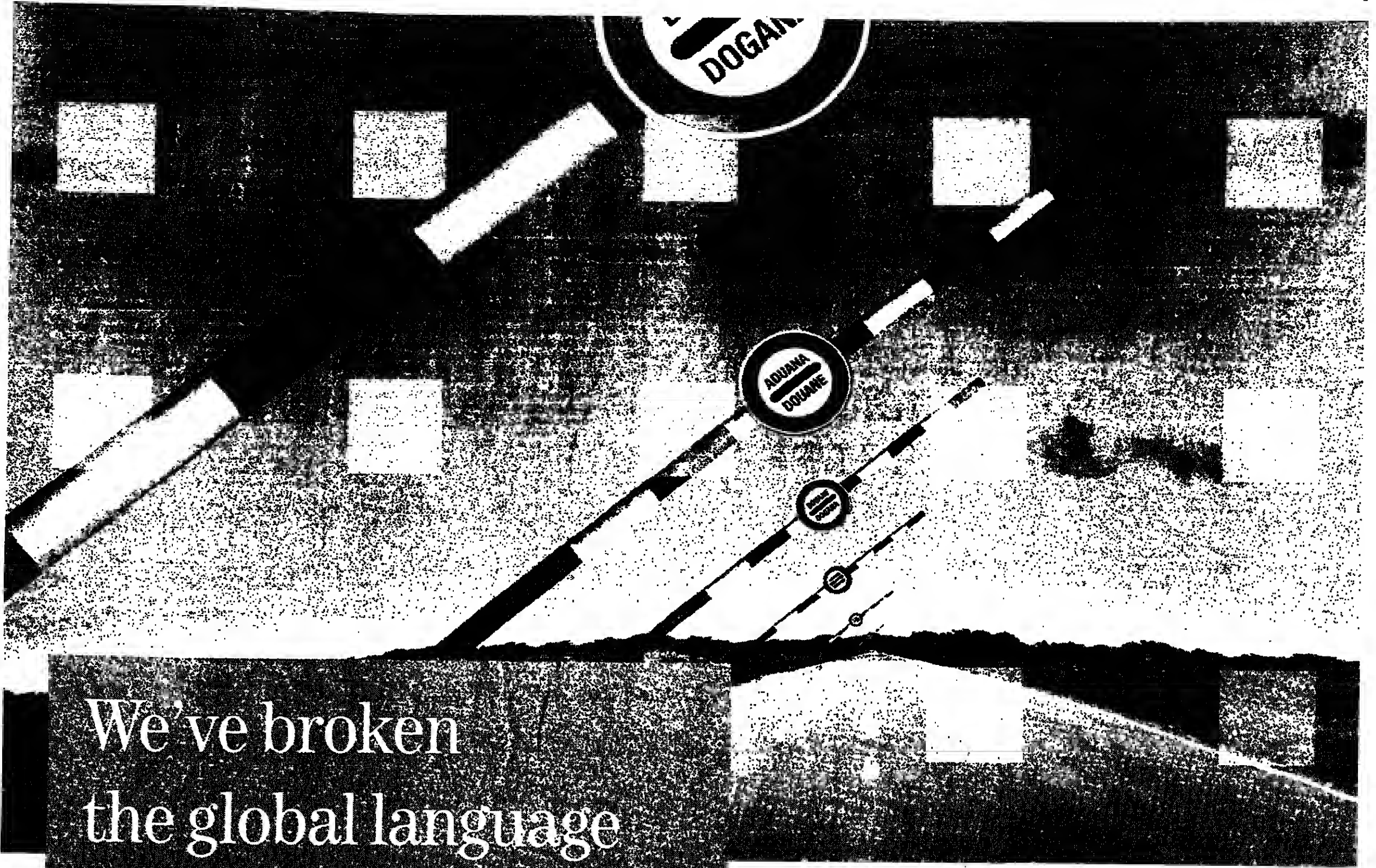
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NEWS: INTERNATIONAL

Angola's peace now hangs on who gets the diamonds

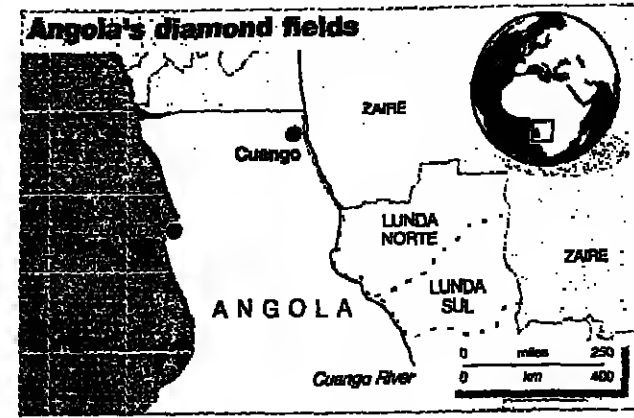
Michela Wrong on negotiations over Africa's shining fields

When President Jose Eduardo dos Santos and Unita leader Jonas Savimbi met in Gabon in March to kickstart Angola's stalled peace process...

areas back. But claiming them risks alienating Mr Savimbi as he teeters on the edge of accepting a vice-presidency and completing his transition from warrior to opposition leader.

ambushes and kidnappings that are a regular feature of life in the Lundas. The government, which estimates that the \$5m or \$6m a month of officially declared production is less than a tenth of total national output...

Arguing that the government has never considered negotiating control of its own source of revenue - the off-shore oil industry - Mr Isaias Samakava, head of Unita's delegation in Luanda, says he sees no reason why Unita's stake in the Lundas should not be legitimised.



roads, hospitals and schools and prepared the site for exploitation. Industry sources say the government seems determined to normalise things in the Cuango and the likelihood is that De Beers, which used to run the mines for the government but pulled out as security deteriorated...

"The international community has promised Savimbi he will have the resources to make his case ahead of the next elections and that Unita will not be allowed to wither away like so many African opposition parties. We regard these issues as crucial."

The question is whether the government can control its own man on the ground.

Many of the new concessions granted have gone to top officials, army generals and their family members. Little more than high-ranking garrimpeiros themselves, they pay no tax, do not market their diamonds through Endiama as required by law and have little interest in seeing the "stabilisation" programme through.

"Outside the Cuango area, I'm not sure the government has the will or the capacity to sort out the diamond mining," says a diamond dealer. "I suspect the situation in the rest of the Lundas will remain confused for quite some time. When the military activities stop the economic warfare will take over, and the fighting over spoils will be lively."

Deciding who will control the spoils of war could torpedo the peace

Details are unclear, but whatever deal is being prepared is bound to focus on the Cuango river in Lunda Norte, jewel in the crown of Angola's diamond industry, where 90 per cent of the stones found are of gem quality.

South Africa faces deadlock over constitution

by Roger Matthews in Johannesburg The danger of a deadlock in agreeing a new South African constitution grew yesterday after political parties failed to resolve differences during another all-night session.

Mr Cyril Ramaphosa, the chairman of the constitutional assembly and secretary-general of the ANC, warned negotiators they had entered "the danger zone", if the parties were unable to achieve a consensus they could be heading for a route "which spells disaster for this country", he said.

Three critical constitutional issues are blocking progress. The first involves the right of employers to lock out striking workers. The unions, supported by the ANC, want all references to lock-outs dropped from the constitution.

However, the National Party, headed by deputy president F W de Klerk, and the small Democratic Party, insist the clause must remain in order to balance workers' right to strike.

The parties are also sharply divided over whether the constitution should permit single-language schools, a right demanded by those whose first language is Afrikaans and who believe the clause is vital to retaining their cultural identity.

national consensus over the constitution were reduced last year when the mainly-Zulu Inkatha Freedom Party, headed by Chief Mangosuthu Buthelezi, walked out of the constitutional assembly. It has refused all appeals to return.

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INTERNATIONAL NEWS DIGEST

Nigeria purges more officers

Nigeria's military rulers have retired dozens of air force and navy officers, two weeks after scores of army officers were swept out, military officials said yesterday. "I have heard of the retirements but I do not yet have any official report," defence spokesman Brigadier-General Fred Chijuka said.

Iran 'building missile tunnels' Iran is apparently building tunnels along its south-west coast that could be used to launch or store long-range missiles, the Pentagon said yesterday. US defence department officials confirmed a report in Jane's Defence Weekly magazine quoting General Elnor Peay, chief of the US Central Command, as saying the US was concerned about the tunnel and was watching it closely.

Egypt plays down Turkey rift Mr Amr Moussa, Egypt's foreign minister, in Ankara yesterday for talks with Turkish officials, played down Arab concerns over a military co-operation agreement signed between Turkey and Israel in February.

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# Congress may not raise US entry curbs

By Jurek Martin in Washington

Congress now appears unlikely to impose new restrictions on the legal rights and numbers of asylum-seekers and refugees trying to enter the US.

On Wednesday night the Senate, by the narrowest of 51-49 margins, even voted effectively to repeal a controversial provision in the counter-terrorism act, signed into law by President Bill Clinton only last week.

This would have given immigration officers at a port of entry the authority summarily to deport anyone seeking asylum on the grounds of well-founded fear of persecution at home if they felt the claim was unjustified.

The Senate decision reinstates the right of appeal to special immigration courts.

The vote came as part of the immensely complicated and intensely fought immigration bill, on which the Senate was expected to complete action within the next 24 hours. Its version will then have to be reconciled by a conference committee with that already passed by the House.

The House bill does contain the summary deportation clause.

However, both bills have been stripped of provisions imposing new low quotas on the annual number of refugees admitted to the US (about 110,000 last year), as well as cuts in the overall level of legal skilled immigration, which is currently pegged at 130,000 a year.

These were substantial defeats for Senator Alan Simpson of Wyoming and Congressman Lamar Smith of Texas, sponsors of the respective bills.

Mr Simpson has tied the Senate up in procedural parliamentary knots for a week unsuccessfully trying to reverse votes.

He did win a small victory on Wednesday when the Senate agreed to include in its bill, as has the House, creation of an "employee verification" pilot project aimed at illegal immigrants. However, the Senate rejected another proposal establishing a federal office able to impose sanctions on companies found evading the law.

The pilot project would require selected companies to ascertain the legal landed status of any potential staff, using the records of the social security system, including new standardised birth certificates, and a more comprehensive database to be compiled by the immigration and naturalisation service.

But it was so vehemently opposed by several conservatives that its fate in the conference committee may yet be uncertain.

They argued that it constituted another "big government" burden on businesses and was the first step on the slippery path to a national identity card system.

In general, the immigration debate has cut sharply across party lines. For example, Senator Edward Kennedy of Massachusetts, the leading liberal Democrat, joined Senator Simpson, a staunch conservative, in arguing in favour of employee verification.

Less controversy has attached to the proposed crackdown on illegal immigration.

The Senate bill, like the House's, would double the number of guards on the border with Mexico, deny welfare and other social benefits to illegal immigrants and increase penalties for the smuggling of aliens and document fraud.

# Argentine central bank accused

Argentina's central bank is coming under increasing scrutiny over its conduct in the collapse of Banco Integrado Departamental (BID), the biggest casualty of last year's banking crisis, writes David Pilling in Buenos Aires.

Mr Roberto Cataldi, former general manager of BID, which was last week declared bankrupt, has accused central bank officials of "pressuring" the bank into taking over weaker institutions before suspending it last April.

Mr Roque Fernandez, central bank president, was on Wednesday asked by President Carlos Menem to make a public statement defending his institution's conduct in BID's rapid expansion, suspension and ultimate collapse.

BID was suspended in April 1995 after it stopped returning deposits during a run on Argentina's financial system that saw \$8bn flee the country in the aftermath of Mexico's December 1994 devaluation. The bank, with more than 130 branches mainly in the agricultural province of Santa Fe, was left owing \$400m to 140,000 depositors.

Questions have been raised over why the central bank lent BID \$170m in rediscount operations only weeks before it was suspended. Part of the money was used to take over Banco Acio and Banco de la Ribera, weak institutions which Mr Cataldi says pushed BID over the edge. Mr Cataldi's accusations are being probed by a federal judge.

The central bank said its board had "never pressed the former Banco Integrado Departamental into absorbing other entities... the financial assistance awarded to BID and entities it absorbed was carried out under the same terms and conditions as used with several other financial institutions", it said.

# Taxing time for Canada's consumers

Many Liberals wish they had not promised to scrap the GST, reports Bernard Simon

Even before Canada's Goods and Services Tax took effect in January 1991, disgruntled consumers had christened the new value-added levy the Gouge and Screw Tax.

So it came as no surprise that the Liberal party, then in opposition, saw the GST as a golden opportunity to score political points when the next general election rolled around two years later.

The Liberals ambitiously pledged to replace the GST with a new system that "generates equivalent revenues" is fairer to consumers, minimises disruption to small business and promotes federal-provincial fiscal co-operation and harmonisation.

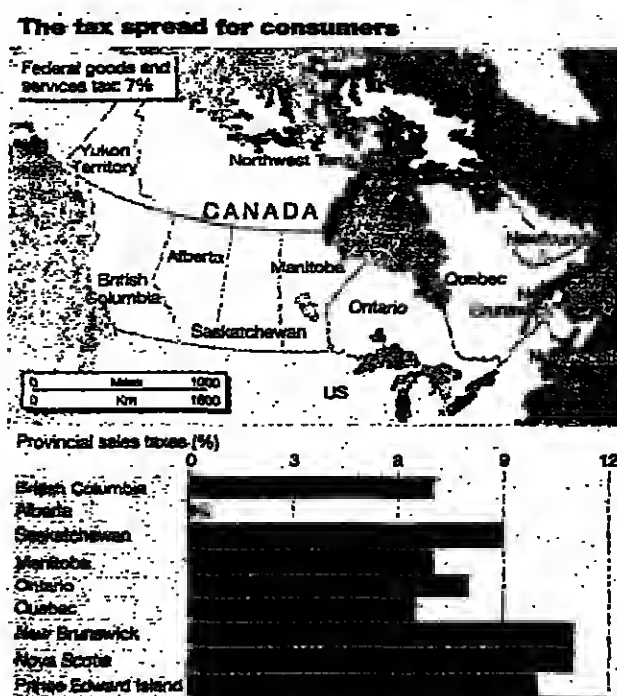
The Liberals won the election, but many now wish they had done so without promising to tinker with the GST.

"We made a mistake," Mr Paul Martin, finance minister, said in the House of Commons last week in an implicit acknowledgement that, whether Canadians liked it or not, the GST was there to stay.

Mr Martin's admission damaged the Liberals' credibility, though to what extent has yet to become clear. One backbencher was elected from the caucus after voting against the budget in protest against his party's broken promise.

Ms Sheila Copps, the outspoken deputy prime minister, bowed to public pressure earlier this week to make good on her repeated pledges that she would resign if the GST was not replaced.

She hopes to re-enter politics by contesting the forthcoming Ontario constituency. The curious thing about the GST however, is that the political havoc it has wreaked stands in sharp contrast to the tax's success as an instrument of fiscal policy.



Provincial sales taxes (%)

British Columbia	7
Alberta	0
Manitoba	7
Ontario	12
Quebec	9.5
New Brunswick	7
Nova Scotia	15
Prince Edward Island	15
Newfoundland	15

tax to an intrusive "personal expenditure tax" based on the difference between an individual's income and savings. Supply-side economists pressed for the complete abolition of the GST, arguing that increased economic activity would generate the necessary revenues through higher income taxes.

Instead, Mr Martin has tried to refine the GST by persuading the ten provinces to blend it with their disparate retail sales taxes. The result would be a near-uniform sales tax of 14 or 15 per cent administered by a single level of government.

Nine provinces - the exception is oil-rich Alberta - currently impose sales taxes, ranging from 7 per cent in Manitoba and British Columbia, to 12 per cent in Newfoundland. Canada is the only industrial country with a federal value-added tax which is not integrated with retail taxes levied by other levels of government.

Business groups strongly favour harmonising the federal and provincial systems. The provincial taxes apply to a smaller range of goods than the GST and to only a handful of services. They also have the drawback of "cascading", in other words, forcing buyers to pay taxes on taxes.

However, the attempt to harmonise the federal and provincial taxes has run into strong opposition from provincial politicians wary of having anything to do with the hated GST.

Provinces with relatively low rates or a far narrower coverage than the GST, such as Alberta, BC and Ontario, are dead set against a new system that would have the appearance of a tax increase.

Those with higher rates are worried about a loss of revenue. The provinces are also sensitive to criticism that the value-added GST's system of input credits appears to shift the tax burden from businesses to consumers.

"The root problem is a perceptual one on the part of the public," says Mr Brian Collinson, director of taxation at the Canadian Manufacturers Association.

Consumers paying the full 15 per cent at the cash register are bound to see input credits as "a windfall for the business community," Mr Collinson says.

Quebec agreed to a modified harmonisation system in 1992. A renewed push by Mr Martin earlier this year has persuaded three high-tax Atlantic provinces - Newfoundland, New Brunswick and Nova Scotia - to join the fold from next April.

The federal government has agreed to pay the three provinces almost C\$1bn (US\$734m) over the next four years to compensate for lower revenues. But some other provinces have complained that the deal is so generous that the GST component for Newfoundland will amount to only 5.3 per cent.

In an effort to curb shoppers' ire, the harmonised tax will be different from the GST in one important respect. The tax will be included in the price tag on the store shelf. "It gets rid of the cash register shock that's been a prominent complaint," says one GST expert.

The government is now crossing fingers that the benefits of a single sales tax will slowly but surely become apparent across the country, even if it continues to be dubbed the Gouge and Screw tax.

# Dole backs removal of software export ban

By Louise Kehoe in San Francisco

Senator Bob Dole, the Republican presidential candidate, yesterday threw his support behind proposed legislation to remove US export restrictions on computer software used to encode internet messages.

The new Security and Freedom through Encryption bill, introduced yesterday by several Republican senators and congressmen, also rejects a controversial Clinton administration proposal to enable law enforcement agencies to unlock encoded electronic messages.

For Senator Dole, the encryption bill provides an opportunity to seek support from Silicon Valley high-tech leaders, many of whom backed Mr Bill Clinton in 1992, and to boost his election campaign efforts in California.

"The administration's misguided proposal on encryption amounts to a pair of cement shoes for Silicon Valley," said Senator Dole. "It seems to me that a new pair of track shoes might be a better answer. The administration's big brother proposal will literally destroy America's computer industry," he said.

Encryption software is currently classified as "munitions" and exports are strictly limited by the US state department. US and other western

intelligence and law enforcement agencies are opposed to the commercial use of the most powerful encryption methods which they argue could be used to mask criminal or terrorist activities by effectively preventing wire-taps.

However, US software companies maintain that the current export restrictions threaten US pre-eminence in the world software market.

A study by the Computer Systems Policy Project, a computer industry group, estimated that within four years the US economy would lose \$60bn in revenues and roughly 216,000 jobs as a result of encryption export controls.

Moreover, current regulations, which allow export only of "weak" encryption, are unacceptable because such encoding has been demonstrated to be ineffective.

Last year, for example, students in France were able to break encryption which is used in the export version of Netscape Communication's popular internet browser software.

The limited availability of strong encryption software is also blocking the progress of electronic commerce on the Internet, US computer experts argue, because companies and individuals are reluctant to make electronic payments over the Internet without assurance of security.

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# ADB plays down alternate funding plan

By Edward Luce in Manila

Mr Mitsuo Sato, president of the Asian Development Bank, yesterday played down suggestions that the diversion of net profits from the bank's market-based activities would make up for shortfalls in rich countries' donations to the bank's soft-loan window, the Asian Development Fund.

Mr Sato, appointed yesterday to a second five-year term as president of the ADB, told the bank's annual meeting that siphoning off net income from ordinary lending operations could lead to a downgrading of its credit rating. This could be self-defeating as it would push up the cost of borrowing for the ADB.

"Our credit ratings may be affected and that will raise our funding costs," His comments came just a day after Mr Jeffrey Shafer, US treasury under-secretary, told ADB delegates the bank should dip into its own reserves to cover falling OECD donations.

The US, in arrears of \$37m to the soft-loan fund, which is expected to run dry by the end of the year, has urged the richer Asian economies such as South Korea, Taiwan and Singapore to contribute more to the fund. South Korea and Taiwan gave little indication during the meeting that their contributions of US\$10m to the 1992 replenishment would be significantly stepped up for the next ADF.

Mr Klaus-Jürgen Hedrich, chairman of the ADB board, yesterday attacked Singapore for apparently refusing to donate to the soft-loan window altogether. Singapore, which says it objects to subsidies on ideological grounds, could be excluded from ADF procurement contracts if it failed to contribute to the next replenishment, Mr Hedrich said.

The island state had netted more than US\$130m in ADF contracts since it was created, he added. Mr Sato, who will chair the next donors' meeting in June, said failure to clear donor arrears to the 1992 fund this year could force the ADB to adopt a formula struck last year by the World Bank's soft loan arm, the International Development Association.

## Push for Thailand groups to go public

By William Barnes and agencies in Bangkok

The new head of Thailand's Securities and Exchange Commission wants to make it easier for "export-oriented and capital-intensive" companies to go public, he said yesterday. Staking out a claim as a reform-minded regulator, Mr Pakorn Malakul Na Ayudhya said reform and strict regulation of Thailand's capital markets should continue. He was echoing the agenda of his predecessor, Mr Ekamol Kirtwat, ousted four months ago partly for his reformist zeal.

Finance Minister Mr Surakiat Sathirathai will be an opposition target in next week's parliamentary no-confidence debate, in part because of the suspicion that he forced Mr Ekamol to resign for allegedly being too tough in his pursuit of stock market manipulators, whose practice of "ramping" (forcing equity prices up) hurt the market's reputation.

Mr Pakorn said that with the current account deficit so high - it stood at a five-year peak of 8.1 per cent in 1995 - "we should give added weight to projects beneficial to the country" rather than merely "building resorts". Of Thailand's 10 biggest exporting companies, only one, Alpbatec Electronics, is listed on the Stock Exchange of Thailand, he pointed out.

Mr Pakorn admitted that a move by the SEC to favour exporters, especially those who make high-tech products, might - if approved by the cabinet - not be universally popular. A night club company might claim it contributed to the tourist industry, he said. Stockbrokers welcomed Mr Pakorn's comments but pointed out the Thai stock market had already undergone marked changes. "The rules already favour large industrial concerns; it would be impossible nowadays to list a single-asset hotel company, which used to happen before," Mr Korn Chatikavanij, president of Jardine Fleming Thailand Securities, said.

"If the SEC wants to create a market that truly reflects the economy it should take privatisation seriously: electricity, water, railway, telecoms and the airline (currently a partial flotation) should all be listed," Mr Korn said. Mr Pakorn said he wanted to deregulate the securities industry by offering licences to securities companies to operate in all four areas of the business: brokerage, dealing, underwriting and investment banking. Many of the existing 84 companies do not have underwriting or investment banking licences.

# India's poor have high hopes for change

'Booth capturing' cannot damp rural enthusiasm for democracy, writes Mark Nicholson

At the Sultanpur polling station yesterday in rural Bihar - India's poorest, most violent and electorally fraudulent state - no women voters could be seen. Inside, male voters who assembled only after journalists arrived, cast their ballots. But no official took their thumb prints as the law requires.

And behind the official's desk sat a ballot box, the lid wide open. "There's trouble here, the booth's been captured by the Samata Party," a Janata Dal Party worker whispered to reporters. A few kilometres down the road, the scene was similar, except that the Koranpur voting station appeared to have been "captured" by Janata Dal.

"Booth capturing" is almost a Bihar sport. The state's chief election officer said yesterday's poll, the state's first voting day in India's staggered general election, was "better than most" and only 20-30 instances of booth capturing had been reported from the 82,000 stations where polling was held.

But neither Sultanpur nor Koranpur would have been reported as "captured" nor thousands of others. Bihar "capturing" is too well organised.

Such cynical rigging ought to be enough to extinguish whatever democratic spirit Biharis have left. But a little further down the same road, at Durmi, came proof otherwise. Dozens of women, all dressed in their finest saris, made their way to vote. The difference? Heavily armed police surrounded the polling station. Locals felt safe, and queued up to vote.

of electoral malpractice in India. Elsewhere, domineering one's misery to vote is more the rule than the exception. Election days are special occasions, and the world's biggest democracy, 590m, proves it consistently by turning out in proportions which shame western democracies. Turnout has risen virtually consistently since India's first post-independent poll in 1952, when 40 per cent of voters cast their ballot. Turnout was 60 per cent in the last election in 1991. This year it is likely to be 60-65 per cent.

Turnout this year may be slightly lower - perhaps because the campaign, tightly policed by a more assertive election commission, has been duller. But surveys show Indians are keener than ever on democracy. A national election survey, last held 25 years ago, recently found that 69 per cent believe India cannot be better governed than by "parties, assemblies or elections". In 1971 the proportion was just 44 per cent.

This, despite a year of political scandals that culminated in India's biggest political tribes affair, in which 25 top politicians face trial on corruption charges. The Indian politician's image has seldom been worse. Neither might the poor mass of Indians, 40 per cent of whom still fall below the poverty line, feel particularly well led. This could also explain why so many Indians vote.

"Those who are angry use their vote to express their anger," says Mr VP Singh, Janata Dal prime minister from 1989 to 1990.

"Indian voters also realise the value of their vote - they can form governments and



Taking part in the world's biggest democracy: a voting woman makes her mark

throw them out." Indeed India's electorate threw out Mrs Indira Gandhi in 1977 in a rebuff for her imposition of a state of emergency. In 1989 they turfed out Mr Rajiv Gandhi, Indira's son, for his alleged corrupt involvement in an arms deal.

This year, India's voters look set to issue no such decisive outcome. Yet Mr Singh, and other analysts, believe voters are becoming even more convinced of the value of their vote. They see India in the midst of a political transformation, one which is gradually eroding the power of the traditionally powerful, higher caste elites, in favour of the poorer and lower castes.

The chief political victim is the Congress party, its support is increasingly being leached

away by regionally based leaders championing the poor.

The emergence of these parties as national players, argues Mr Singh, adds to the power of the previously powerless. "There is no cynicism about elections among the poor and lower castes," he says. "For them, every election means a little more power."

And, for all its electoral flaws, there are few better illustrations of this than Bihar. Even without the "booth capturing", it is likely the state's poor voters would have returned a near sweep of Janata Dal MPs, as it did in 1991.

The party's leader and Bihar's chief minister, Mr Laloo Prasad Yadav, has forged an "anti-upper class" alliance of the middle and lower order castes with a

potent mix of populist charisma. The self-made former goat herd delights in shocking the cocktail parties by flourishing "peasant" manners.

"My priority is the people who are illiterate, Dalits, labourers, people who have energy but no land," he says. "They have become victims of the machinery of democracy. But people are its owners, this machinery should be the servants of the people."

And his message has taken root in Bihar's villages, even if some of them are deprived their vote, or complain the state government has not improved their lives. "Laloo is trying," says Mr Bishesh Kumar, a low caste villager near Hajipur. "If he gets the chance of power in the centre, he will change our lives."

# Chinese enterprises sent to market

Tony Walker visits a steel works designated a model from which all should learn

Mr Liu Han Zhang, the tough-talking factory chief of the Handan Iron and Steel Works, does not mince words. "Here," he says, gesturing towards blast furnaces and grimy production lines, "we implement the policy of each according to his contribution not each according to his needs. From 1988 to 1990 the only 'ism' we adopted was egalitarianism. Now we've got rid of egalitarianism along with the iron rice bowl. They don't work."

Mr Liu's words would probably have been regarded as heresy at Handan as recently as 1990, but in that year the loss-making company introduced accounting standards which valued the real cost of producing a ton of steel and set production targets based on market prices.

Previously, less attention had been paid to production costs than to meeting state

quotas. The workers' bonus system reflected this with employees paid extra whatever their contribution, hence reference to an unbreakable "iron rice bowl".

Now, according to Mr Liu, workers are rewarded according to their ability to achieve targets and contain costs. A system has been put in place to measure contributions of those involved at every stage of production.

That, at least, is Mr Liu's story and one China's State Council, or cabinet, seems anxious to propagate. For, Handan Iron and Steel, located in southern Hebei province about 300km south of Beijing, has been designated a model state enterprise worthy of emulation.

Model enterprises in China have a far from unblemished record, however, and several such as Dazhai, the agricultural commune in Shanxi province, are among the

communist system's fallen angels. Dazhai's production figures during the time it became a shrine of the Cultural Revolution (1966-1976) were wildly exaggerated and large dollops of state money were provided to prop up a dirt-poor rural community. Dazhai's propaganda value did not have a price.

But Mr Liu, who has been at Handan since it was established in 1952, is confident his formula can be made to work in other ailing state enterprises. He notes the Handan model has helped turn around the fortunes of the giant Anshan steel works in Liaoning province, and a smaller steel works in far-west Xinjiang region.

He is much in demand as a lecturer to representatives of loss-making state enterprises who are brought to Handan in increasing numbers to learn how it is done. About half Chi-

na's 14,000 medium-sized and large state enterprises are in the red. Chinese newspapers have begun extolling Handan's virtues.

"To learn from Handan means how to learn to face the market and transform our minds, instead of relying on state support and a better market situation," said the Liberation Daily in an editorial. "To change the traditional planned economic mindset means one has to 'destroy the wall and get down to the sea' - pushing both the enterprise and the employees to the market."

Mr Liu's methods, which he says "cannot be learned from any textbook", appear to be a variation of the "management responsibility" system introduced in China in the 1980s in an attempt to make managers more accountable for the success of their enterprises.

On the face of it, Handan's results are impressive. In 1990, the first year of the new sys-

tem, net profit was Yn1m (\$130,000). In 1994 profits reached Yn780m before falling back to Yn709m last year as a result of lower steel prices and a nationwide credit squeeze.

In the five years to 1995 the company's net assets have grown to Yn4.6bn compared with Yn580m in 1990 and unlike many state enterprises across China it is not heavily burdened with bad debts.

"Our policy is that we won't transport product until a contract is signed or until we have received the money," says Mr Liu. Chinese enterprises owed each other Yn900bn last year. Since 1990 Handan has doubled production to 2.15m tonnes and now ranks 11th among steel producers under the ministry of metallurgical industry. With only 2.2 per cent of national production, it accounts for 8 per cent of profits.

Mr Liu, unlike many state enterprise bosses, is not

## ASIA-PACIFIC NEWS DIGEST

# Home loan call to Japan banks

The Japanese government will next week seek from leading banks an increase in their contribution to liquidating the country's bankrupt housing loan companies.

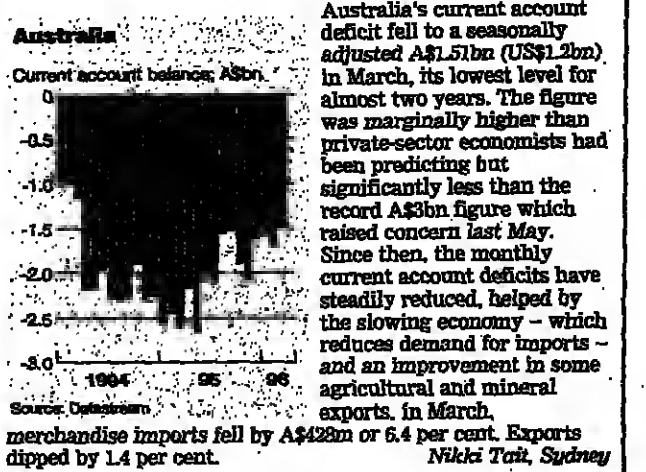
The announcement follows the government's attempt to quell public anger and break a parliamentary deadlock by agreeing last month to freeze temporarily ¥85bn (\$6.5bn) in public spending controversially earmarked for the seven *jusen* housing lenders.

The finance ministry is now looking to pass the costs of the liquidation on to the banks, the original founders of the housing loan companies. "The banks that founded the *jusen* companies currently have enough profits to consider additional burdens," Mr Wataru Kubo, finance minister, said yesterday.

Mr Kubo said the ministry would start negotiations with the banks on the details once the budget for the current fiscal year passed the upper house.

Eniko Terazono, Tokyo

## Australia trade deficit falls



merchandise imports fell by A\$422m or 6.4 per cent. Exports dipped by 1.4 per cent.

Nikki Teal, Sydney

## Telstra sale details announced

Australia's coalition federal government yesterday introduced legislation into parliament to permit the sale of one-third of Telstra, the government-owned telecommunications group, to private-sector investors.

The Telstra bill will restrict aggregate foreign ownership of the group to 11.5 per cent, or 35 per cent of privatised equity. It will also restrict individual foreign ownership to 1.6 per cent. The bill will stipulate that Telstra's head office and operating base remain in Australia and that its chairman and a majority of directors are Australian citizens.

Nikki Teal

## S Korea trade deficit soars

South Korea announced a sharply higher trade deficit yesterday of \$2.01bn in April, after a better than expected deficit in March of \$362m.

The deficit for the first four months of the year of \$5.85bn compares with a forecast deficit for the full year of \$7bn.

The figures alarmed the markets. "Exports growth in April slowed faster than anyone expected," said Mr Lee Jong-won, an economist at LG Economic Research Institute. "Exports have been the engine behind our economy. Unless monthly exports maintain at least a 10 per cent growth, an economic soft landing looks difficult to achieve."

Kaewer, Seoul

## Forging profits in China



talking about "downsizing" his enterprise, which carries the heavy burden of 28,000 employees. Some 10,000 are in steel-making and the rest are engaged in ancillary services, including schools and hospitals. "We can't just tell people to go. They have to have rice to eat," he says.

According to his figures, bonuses, which account for about half a worker's pay, offer real incentives, with those actually involved in production among the highest paid.

Annual wages, including bonuses, range between Yn4,500 and Yn40,000.

Mr Liu believes his methods of rigid cost controls and incentives can be made to save other enterprises, although he concedes some are hopeless cases and should be made bankrupt. "State-owned enterprises under a socialist market economy can achieve very good results," he says. "That is why the State Council issued an official decree to learn from Handan."

Handan Iron and Steel Works







MANAGEMENT

The development of a venture capital industry lies behind the economic success of a new breed of high-tech Israeli company, says Richard Gourlay

# Peace potential

Israel's conflict on its northern border in the past month has done what conflict in the region always tends to do - grab the headlines.

But, untroubled by the recent conflict, one section of the Israeli economy has been developing at breakneck speed and is ready to capitalise on the peace dividend promised by a wide regional truce.

After five years in which GDP has grown by 40 per cent in real terms, Israel is emerging as a creator of high-technology businesses out of all proportion to the size of its population or its domestic market.

Many venture capitalists who were around at the birth of Silicon Valley 15 years ago say Israel has become the most exciting focus of new high-technology companies outside California and Boston's Route 128.

private endeavour, the government has played a crucial role. Its most direct intervention was to finance a chain of "business incubators". They were designed to support young technology entrepreneurs, most of whom had moved to Israel after the disintegration of the Soviet Union in 1989.

Rina Fridor, director of the incubator programme within the Ministry of Industry and Trade, says a disproportionate number of these immigrants were scientists and engineers and needed to be found fruitful work.

"There were stories of professors sweeping streets," she says. "We realised there was a weak link. If you have an immature idea, you

about 620,000 Jews who have emigrated to Israel in the past five years. Six months after arriving, he set up Solotron in the Nitzan incubator at Nahal-Soreq to develop an ultrasonic inspection system for welded metals.

Prior says a high proportion of companies such as Solotron have been "successful" in the sense that they have attracted commercial venture capital. Solotron raised £1m of investment and is now distributing throughout Europe.

Some 230 of the 400 projects remain in the incubators, Prior says. Of the 180 to have emerged, 60 per cent have continued to function. About 40 have attracted venture capitalists to invest amounts ranging from a modest \$100,000 to \$1.5m.

The government took a more indirect role in nurturing high-tech companies three years ago when it decided to stimulate the development of a venture capital industry. A handful of funds, such as the \$20m Athena fund, had existed as early as 1985, a few years after the venture capital industry started to emerge in Europe. But the industry only took off after the government set up Yozma Venture Capital in 1993 to act as a catalyst.

diversified private funds have raised a further \$500m, a third of which has been invested in technology companies, according to Giza Group, an Israeli investment banking firm.

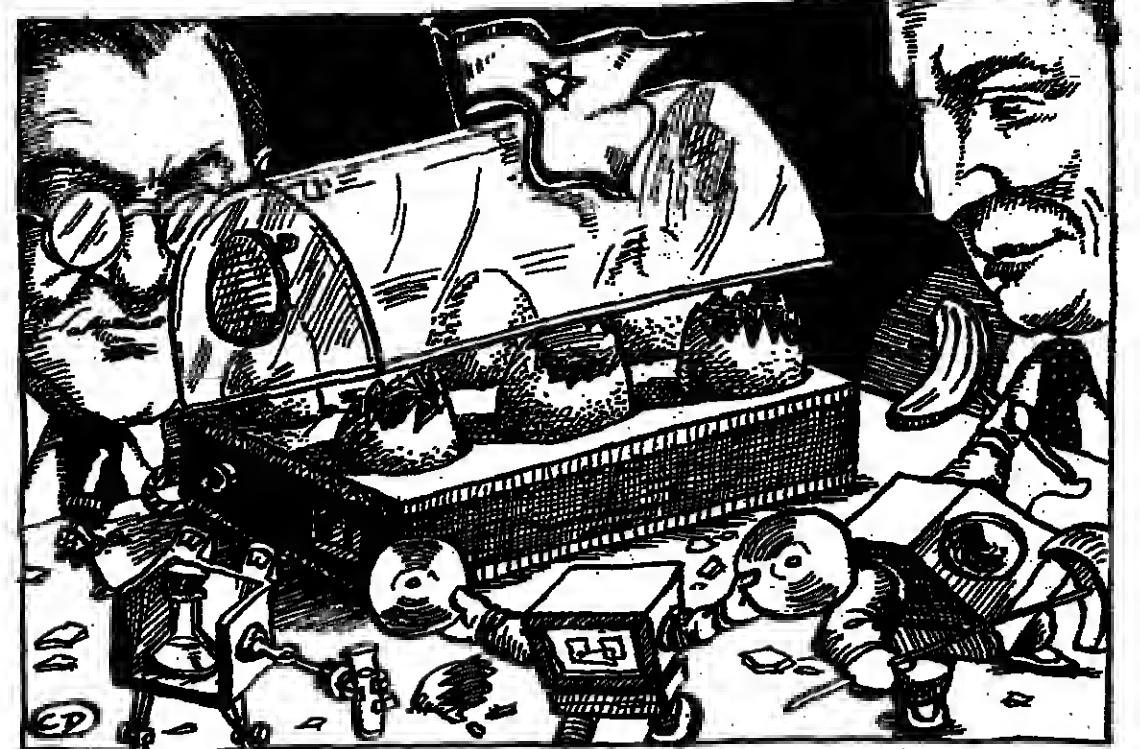
"Yozma was an incredible experiment," says Mavsky, who is president of Gemini Capital Fund Management and former director of the "Bird" Foundation which has helped joint ventures between US and Israeli companies invest more than \$200m in technology-based companies. "A government-owned venture capital fund acted as a catalyst to attract foreign funds. It got the industry started," Mavsky says.

Giza's general manager, Ezer Tzoref, estimates that half this \$1bn of funds has already been invested in start-up and early-stage companies. This means Israel in the last three years has invested about the same amount of venture capital in young companies as Germany, the UK and France combined.

Yigal Erlich, president of Yozma, says the test of whether Yozma has fostered a robust venture capital market will come when the funds go out to raise new funds. But Yozma's task is complete.

"There was a market failure and our government stepped in," says Erlich. Yozma is now about to auction its direct co-investments in 14 companies. And its co-investment partners in the nine Yozma funds are to exercise buy-out options that will allow them to repay the government on favourable terms.

The government's least direct but most important role as high-tech midwife has been its research and



## The government's least direct, but most important, role as high-tech midwife has been its R&D budget

have almost no chance to prove it because it is too risky for commercial money [to be invested]."

Prior now has a budget of \$30m a year for projects such as that set up by Gadri Passi three years ago. Passi is typical of the technology entrepreneurs in the incubators.

After completing his PhD in non-destructive testing at Moscow's Nuclear Power Institute, Passi worked in a lab testing materials for the military and some small contractors. Then the Soviet Union broke up and Passi became one of

Some 75 high-tech Israeli companies have now floated on Nasdaq, the US market for fast-growing companies, many of them venture capital backed. By comparison only 25 European technology companies have floated on Nasdaq, although the comparison is imperfect because Europe has its own markets where high-tech companies can list.

Israeli companies are also beginning to be snapped up by international companies. Lunnet Data Communications, a networking subsidiary of the Rad Group, was bought last June by UK-based Madsen Networks for \$300m (£196.6m). Nice Systems sold NiceCom, its networking company, to 3Com of the US last year for \$50m. And Unique, an Internet navigator, was sold to America Online, the Internet access company.

While the driving force has been

background the incubator gives you all you need for your business and there are advantages from the connections with the government," says Karin.

These connections begin with the subsidy, now standing at \$30m (£19.8m) a year for 27 incubators. Entrepreneurs first offer their ideas for appraisal by a volunteer committee of industrialists, researchers and officials at the incubator and ultimately to a committee within the Office of the Chief Scientist.

If the project clears these hurdles

its management of three or four people will receive up to \$150,000 a year in total for two years or up to 85 per cent of the costs of the project. In Karin's case, the incubator stamped up not only the remaining 15 per cent, in return for equity, but provided a bridging loan at a later stage.

"The incubator should provide all the tools - money, logistical help, professional help - to bring an entrepreneur from the stage where the business is not attractive to commercial money to a situation where it is," says Rina Fridor, director of the incubator programme.

The types of business are many and varied. One inventor, an octogenarian emigre from Russia who spoke neither Hebrew nor English, developed a way of purifying silicon wafers on which computer chips are placed. His company, Sitsari Materials Purification, subsequently raised \$4.5m from venture capitalists to develop the process.

Another entrepreneur completed a doctorate at the Weizmann Institute and developed a way of

development budget which is one of the highest in per capita terms in the world. The government, through the Office of the Chief Scientist, has an annual \$500m budget which it uses to pay up to half a company's R&D costs for projects likely to lead to exports.

As important is the role of the Israeli Defence Force. Israel is littered with companies trying to commercialise technologies developed for the military or exploited by it. And the country has a generation of graduates who have tinkered with state-of-the-art technology in the army while doing national service after their university degrees.

Take Meir Burstin and Gabi Han who founded Advanced Recognition Technologies (Art), a Tel Aviv company that has developed voice and handwriting recognition software. This is being incorporated into per-

sonal digital assistants and motherboards that turn PCs into soft telephones. Both worked for Tadiran, the country's largest technology company. But they also both worked in army communications intelligence with algorithms they have since modified for their recognition software.

Variants of the Art story are evident throughout Israel. Ist, a company in the Weizmann Science Park in Rehovot, is developing an environmentally-friendly refrigeration system using heat exchange techniques to cool the electro-optical systems of night sights. Eldat, a company backed by Mofet Israel Technology Fund that is developing electronic labels with LCD displays, is adapting a technology the air force used in electronic warfare.

These three government actions have produced a profusion of new

companies and potential commercial technologies. But the venture capital industry and young technology companies face some problems.

The venture funds will soon have to begin fundraising - this time without Yozma's help. While many have already sold companies, either on Nasdaq or to larger companies, many funds will not yet be able to demonstrate the investment returns that new institutional investors will want to see.

Also, under current tax laws investing institutions now risk significant withholding tax problems if they invest in Israeli funds, an issue the Ministry of Finance must address, venture capitalists say.

Nor will government spending on R&D necessarily remain at current levels and the military budget is already falling. Aside from national security questions, the chronic budget deficit is one of the big issues that will need to be addressed after next month's election.

Many of the venture funds are very small. Some are accused of floating their companies on public markets when they are too young. As a result, Mavsky says the young Israeli venture capital industry is "blundering around a bit".

But US venture capitalists are optimistic that these are teething problems. The rapid growth of the industry will, as in all maturing industries, lead to consolidation so that fewer larger venture funds will be able to provide more funds to create bigger companies.

"The trickle of Israeli companies coming to public markets has turned into a steady stream. There would appear to be more to come.

## Jacob Karin's company, Medco Electronic Systems, has just emerged from the protective warmth of the Nitzan "business incubator" and is taking its first tentative commercial steps.

Founded on work carried out during a PhD at the Centre for Medical Physics, Medco makes a non-invasive foetal heartbeat monitor which provides more information about the nervous system than the conventional heart rate monitors.

Like other entrepreneurs who have started embryonic businesses in Israel's incubators, Karin is instituting in his praise for the approach.

"As a person not from a business

## The nurturing business

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Another entrepreneur completed a doctorate at the Weizmann Institute and developed a way of

## delivering drugs to specific sites within the body. Di-Pharm has now raised \$2m of equity.

It is too early to tell whether the incubators will nurture viable businesses and by extension whether they represent good value to the taxpayer.

But in the meantime they are providing researchers with an invaluable base for commercial development and venture capitalists with a plethora of potential deals. As Eliezer Manor, a director of Mofet, the venture capital group, says: "Incubators are very good ways of encouraging the very early stages of entrepreneurship - in fact there is no other way."

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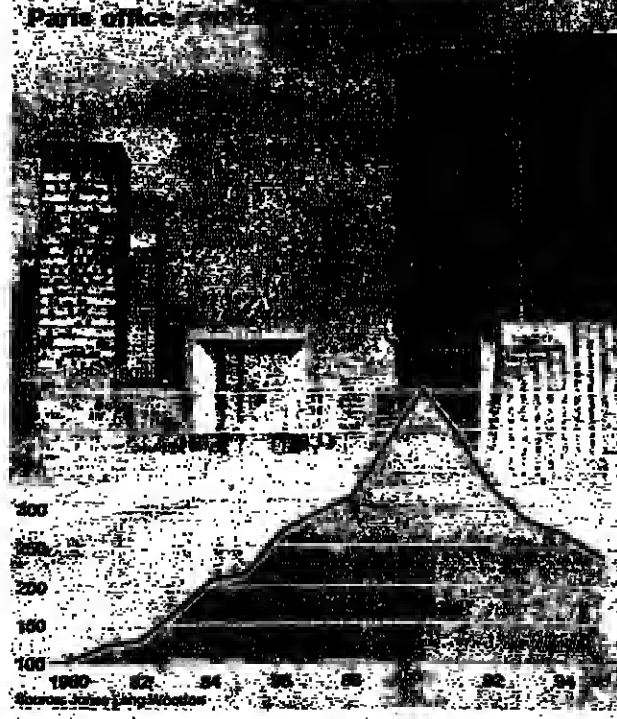
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## THE PROPERTY MARKET

Vultures circling over the French property market are finally getting a taste of red meat. Credit Foncier this week became the latest in a line of French financial institutions to take a large writedown against its property assets. Experience suggests that

## Distress call from France

Unwanted assets are up for grabs, says Simon London



Taking possession of properties granted as security on loans in default is far from easy. Buyers of distressed debt are more likely to prosper by striking deals with borrowers, resccheduling loans and exchanging some of their debt for equity participations in the underlying properties.

The vultures - mainly US investors, although many have European partners - hope to grow fat by picking over the unwanted assets of institutions such as Credit Foncier.

A few deals have already been struck. In December, Barclays Bank sold the bulk of its French property loan book to a US consortium including Lehman Brothers, the investment bank, Cargill, the financial and commodities group, and LaSalle Partners, the property management company.

France, meanwhile, is still struggling with relatively high interest rates courtesy of its link to the D-Mark in the European exchange rate mechanism.

Neither does the French economy have a record of dynamic job creation which has helped fuel the recovery in US real estate.

"It is a completely different situation to the US. Property in France has had a steep decline and is probably now at the bottom of the cycle. But if it stays at the bottom for five years you could end up making a lovely investment," says Mr John Carrifell, head of European Real Estate at Morgan Stanley.

Third, the French property market overall looks less well placed for recovery than the US market did a few years ago.

Many of the investors who bought distressed loans from the RTC caught the upswing in the US property market, helped by very low interest rates which were used to help recapitalise the financial system.

Earlier this year Groupe Suez sold a similar portfolio of distressed property loans to a consortium led by the Whitehall Fund, an investment fund run by Goldman Sachs, the US investment bank. Other US investment banks, including Morgan Stanley, are working hard to find similar deals.

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Investors can avoid paying too much, though, it should be possible to make reasonable investment returns from French distressed property loans.

Buying large portfolios at a discount and breaking them up - buying wholesale and selling retail - is generally a profitable investment strategy.

After a small dip last year, French property values have probably reached their nadir. Although the unwinding promises to be steady rather than spectacular, investors are also buying close to the bottom of the market.

Moreover, the French property market as a whole stands to benefit as domestic financial institutions write-down assets to realistic levels.

The frozen market of the last two years, when very little property changed hands for fear of crystallising losses, was damaging in itself. The introduction of new capital - even if it looks like vulture capital - must surely be an encouraging sign.

The market in distressed loans is potentially huge. Analysts estimate that French banks and insurers are sitting on \$40bn (\$7bn) to \$60bn of non-performing loans.

UAP, the insurance group, is the latest French institution to market a portfolio of distressed property assets. Others are likely to follow.

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Forty years after Stephen Joseph set the project in motion, the theatre in the round which bears his name has now moved into an impressive permanent home in Scarborough. The town's former Odeon cinema has been converted into a twin theatre/cinema/restaurant complex, with its original Art Deco design being preserved and restored as far as possible - even the carpeting has been re-woven to the original 1930s pattern. Artistic director Alan Ayckbourn, having personally donated £400,000 towards the conversion, has chosen to open the main 400-seat auditorium with an uncannily modest musical.

The original 1976 incarnation of *Jeeves* had a great deal to be modest about. Its West End run closed within a month, and it remains Andrew Lloyd Webber's only flop. It is understandable that Sir Andrew should want to remove this blot on his copybook; but that this 1996 version - with an entirely new book by Ayckbourn, only three of the original songs remaining and an added preposition in the title - works on its own terms is due almost entirely to Mr A's vigorous work in limiting what those terms should be.

Never have I seen a show that takes such consistent pains to play down any great expectations. *By Jeeves* is absolutely determined that it should be seen as no more than a bit of fluff, a "diversionary entertainment". Ayckbourn has framed the main story in a ramshackle church hall concert, as an anecdote told to Bertie Wooster while he awaits the arrival of a banjo for his scheduled recital. Thus the playwright has access to the comic potential of supposedly *ad hoc* props, costumes and performers, and is enabled to let Bertie and Jeeves argue about the telling of the story. Even *Jeeves*' final *coup* to resolve matters comes in the form of a staging gag.

Likewise, many of the musical numbers are either punctuated by asides from Bertie, or completely halted several times by unfolding events. This may or may not have been Lloyd Webber's original vision, but it is a playful, knowing piece of work, and if Ayckbourn occasionally nods (would Bertie Wooster really be bright enough to remark, as matters take a turn for the catastrophic, "This is getting like the fourth act of *Medea*, *Jeeves*"), the atmosphere of cheerful tomfoolery renders such lapses forgettable.

The tale itself is a country-house *Jeeves* and Wooster affair featuring almost all of Bertie's Drones Club chums



Steven Pacey and Malcolm Sinclair in the new Lloyd Webber/Ayckbourn collaboration

## 'By Jeeves' is back

Ian Shuttleworth reports from the new Stephen Joseph Theatre

and previous romantic entanglements, with only his fearsome aunt missing from the fray. Chaps assume each other's identities at breakneck speed, young poppies fall for the wrong chaps, the blustering Sir Watkyn Bassett grows fearfully bewildered and Jeeves saves the day by orchestrating Bertie's pretended burglary in a ridiculous mask - leading to the deliciously daft big suspense number "It's a Pig".

Lloyd Webber's score,

arranged for a five piece band, is as modest as the show itself. Only a few of the tunes attempt a period feel, and during the main romantic duet, *Half a Moment*, a musical phrase from his earlier song *Memory* repeatedly pokes its head up like a startled meerkat.

The only noteworthy flaws in performance are from Diana Morrison, whose bat-squeaking Madeline Bassett is spot on though wearing, and Malcolm Sinclair, who ably captures

Jeeves' manner as cartooned by Ayckbourn, but cannot quite find an appropriate voice for the great man. As Bertie, Steven Pacey makes an excellent amiable, good hearted clump, flashing cheerily inane grins at what he thinks are his good bits and generally winning over an already well disposed audience even further.

A note of caution, however: come the almost inevitable London transfer, nothing would kill the determinedly unassuming charm of *By Jeeves*

as thoroughly as plunking it in a theatre of any appreciable size. It needs either a smallish venue or a Stephen Daltry-style customisation of the space, or it will simply flounder. In its Stephen Joseph home, the show's reception is best summed up in Ayckbourn's own verdict: "It's light, it's fun and it's silly."

At the Stephen Joseph theatre, Scarborough, until June 1. 01723 370641.

## Tolstoy takes to the stage

of a 49-year-old marriage that has produced 13 children. (At the time of the play, Tolstoy is 82, his Sonya 66.) For another, Goldman takes us with a fair degree of success into the anguished mind of Sonya. But, to enjoy Tolstoy best, one has to look over its shoulder to the superior play it almost becomes: a Strindbergian drama of matrimonial warfare, a bitter depiction of what happens when the artist forsakes the muse he married long ago, and a Romantic tragedy about a Christian artist torn between the flesh and the spirit.

The early decades of the Tolstoy's marriage produced not only 13 children but also *War and Peace* and *Anna Karenina*. Tolstoy and Sonya developed the habit of exchanging the

private diaries in which their innermost thoughts were secreted. The intelligent curiosity with which they pursue this practice is one of the most interesting aspects of this play.

By 1910, however, Tolstoy has developed his own form of Christianity, has become possessed by ambitions for chastity and for pursuing his philosophical writings - using, as his assistant, not Sonya but his devout admirer Vladimir Chertkov. Sonya, profoundly jealous of Chertkov, banishes him from her house. To Chertkov, the immortality of Tolstoy's every thought is more important than the Tolstoy's domestic contentment, and he persuades Tolstoy that Sonya's behaviour is so neurotic that both Tolstoy and her diaries

must be removed from her before she destroys them. It is hard to respect Tolstoy's acquiescence here. To Sonya, this act proves a desecration of her marriage and she attempts suicide.

Tolstoy then leaves home. He is in quest of solitude, and even in hiding he feels her eyes pursuing him. Sure enough, she tracks him down. She is right outside the house in which he dies, symbolically and correctly sensing the precise moment in which life leaves him.

The play has too many short scenes, too many narrators, too much slick rhetoric. And we never really enter Tolstoy's mind as we do Sonya's. F. Murray Abraham, the celebrated American actor, might be a

good Tolstoy if only he had more of a role. His naturalistic acting is marred by too much self-conscious pained nobility. Gemma Jones's Sonya, by contrast, though more modest in tone, projects into the theatre much more carefully. Their styles are so dissimilar that it is impossible to believe that these people had been married for one year, let alone 48.

Nonetheless, Jones catches the essential tension of the era's femininity - both strong and vulnerable in feeling, both social position, dignified and tender in manner. Her Sonya has true pathos: a muse whose artist-husband forsakes her and yet whose being he cannot suppress.

Alastair Macaulay  
Aldwych Theatre, London WC2.

## Music in London

### Sounds international

The London International Orchestra Season at the Royal Festival Hall featured the Japan Philharmonic Symphony Orchestra last Thursday and the Sudwestfunk Symphony Orchestra from Baden Baden two evenings later. To its credit, the Japanese orchestra did not play safe with popular favourites, though it might have chosen a more stimulating piece than Takashi Yoshimatsu's *The Age of Birds*.

This three-movement suite was described in the programme as "an ode both to the creatures searching for new wings to lift them above the chaotic forest of contemporary music and to the members of the orchestra". With its lush washes of string, static harmonies and chirruping arabesques, glittering with light percussion, it could hardly be said to rise above munch, and aspired merely to the level of post film music.

The single popular favourite in the concert had the worst performance. Rachmaninov's *Rhapsody* on a *Theme of Paganini* demands particularly close co-operation between the orchestra and the solo pianist, but Andrei Gavrilov rattled off his part with such percussive brittleness he might have been taking an air gun to dispatch any birds still flying about after the Yoshimatsu. There was little rapport between Gavrilov and the conductor, Jun'ichi Hirokami, though at least Hirokami seemed to be trying. He got his chance, anyway, in Falla's *The Three-Cornered Hat* and seized it enthusiastically. The orchestra responded with discipline and brilliance, and Akemi Sakamoto showed off her fine mezzo-soprano in her two brief solos. In the first of two encores, Hugo Alfvén's Grieg-like *Elegy*, the strings showed off their perfect balance and phrasing, with a nice clarinet solo thrown in, and then the orchestra let rip in a syncopated movement from Kaoru Wada's *Folkloric Dance Suite*.

The Sudwestfunk Symphony Orchestra Baden-Baden with its conductor Michael Gielen is famous for tackling the most difficult and complex new scores, notably at the Donaueschingen Festival. But on Saturday it chose a solid classical programme, with the 30-year-old German, Christian Tetzlaff, as soloist in Brahms's Violin Concerto, followed by Schubert's Great C major Symphony.

Tetzlaff and Gielen were well matched in their approach to the Brahms, which was very straight. Tetzlaff's tone may not have been as sweet as that of some violinists, but his attack was exhilarating and his intonation perfect. He played with complete commitment, and though neither glamorous nor showy the audi-

ence appreciated him. As an encore he played the Gavotte from Bach's E major Partita, which would have pleased Brahms.

Gielen at one time was chief guest conductor of the BBC Symphony Orchestra, but he is still an underrated figure in London. He conducted the Schubert in the most restrained way, but there was no doubt that he had planned the performance in depth, and his choice of tempi was revelatory. The *Andante* introduction really moved, and eased into the *Allegro* without a noticeable change of gear. The switch to the faster coda was perfect. Madmen sometimes utter the truth, and at the end of the movement, a voice was raised from the back of the hall; it took a few seconds to realise he was expressing his appreciation, summing up with "Brilliant!"

The second movement was also ideal at a relatively brisk pace and accelerated into the climax thrillingly. After that, the Scherzo and Finale were plain sailing. A wonderful performance which you might have thought made any encore impertinent. Yet the third Entr'acte from Schubert's music for *Rosamunde* was played with such exquisite tenderness and reticence, it seemed perfect.

Adrian Jack

## Spotlight on Daniel

Until Paul Daniel takes up his position as musical director at English National Opera, everything he does will be under close scrutiny. His concert at the Barbican on Tuesday was a day's outing from Leeds for the English Northern Philharmonic, the title assumed by the orchestra of Opera North when giving concerts. By virtue of being music director of Opera North, Daniel also holds the title of principal conductor of his orchestra.

Daniel chose Mahler's First Symphony and by and large chose well. Once past an indulgent opening movement which could not resist slowing down to admire favourite moments here and there, the performance exerted a firm grip

both on structure and detail. The English Northern Philharmonic may not be in a position to rival the London orchestras in the Mahlerian hierarchy, but it can still make a positive impression if it has been rehearsed to play as confidently as it did here.

That is the prime responsibility of a music director and Daniel will fulfil expectations if he manages to get the ENO orchestra to raise its game to the same degree. Admittedly, most of the rehearsal time had been spent on the symphony and a short premiere - Andrew Sallis's *Dancing for Cormorants* (imaginative orchestral timbres, less convincing in musical argument). The three operatic extracts sometimes found the players drifting.

Richard Fairman

### Sponsorship/Antony Thorncroft

## Granada puts its best foot forward

Granada has taken an important step into arts sponsorship by signing a £75,000 package of support for the Rambert Dance Company, one of the largest ever commitments to a contemporary dance troupe. Most of the money will go towards keeping seat prices low during Ramo's season at the Coliseum in London from July 9-13.

This will be Rambert's first London season for four years. Taking on the 2,000-seat Coliseum is a great challenge for a medium-sized dance company, but the Granada funding enables Rambert to offer all the seats in the house at under £20 and over half the house at less than £15.

Rambert is on something of a high at the moment under

artistic director Christopher Bruce. It has increased its dance troupe from 16 to 25; secured a £1m-plus annual grant from the Arts Council; and is successfully touring the UK and abroad.

This is Granada's first major involvement in the arts. It has chosen a popular option - keeping ticket prices down so that a new and wider audience can enjoy the show in a fashionable issue, and has the support of Labour's shadow arts minister, Mark Fisher. Granada is planning to play a greater role in arts sponsorship on a case by case basis.

The future of the Grosvenor House Antiques Fair also seems assured. When Granada acquired the hotel group, Forte earlier this year there were fears that it would eject

the fair, not a significant profit earner, from the Great Room of the Grosvenor House where it has been a June fixture for over 60 years. Now Granada has committed itself to hosting the fair, the grandest occasion of the antique year.

In an imaginative sponsorship, Woodmanserie, a family firm which specialises in artistic greetings cards, has given £20,000 to be shared between five art galleries to help pay for the conservation of a painting at risk. The awards, selected after competition, range from £500 to £10,000, and the galleries receiving help are the Courtauld, Dulwich Picture Gallery, Holbourne Museum, Bath; Shakespeare Birthplace Trust; and the Smith Art Gallery, Strling.

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Financial Times Business Tonight

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INTERNATIONAL ARTS GUIDE

BERLIN  
OPERA  
Deutsche Oper Berlin  
Tel: 49-30-3438401  
● Palestrina; by Pfitzner.  
Conducted by Christian Thielemann and performed by the Deutsche Oper Berlin. Soloists include Reinhard Hagen, Oskar Hillebrandt, Gerd Brünings and René Kollo; 6pm; May 5  
Kornische Oper Tel: 49-30-202600  
● Kornische Oper: with conductor Thomas Kalb perform Mascagni's *Cavalleria Rusticana* and Leoncavallo's *Pagliacci*. Soloists include Stavkova, Oerel, Spiesow and Neumann; 7pm; May 4

DRESDEN  
DANCE  
Sächsische Staatsoper Dresden  
Tel: 49-351-49110  
● Ballett Dresden: perform the choreographies Auf Suche by Stephan Thoss to music by J.S. Bach, Gras by Mats Ek to music by Reichmaninow, and Erde by Katarzyna Golanec to music by

SHOSTAKOVICH; 3.30pm; May 5  
EDINBURGH  
CONCERT  
The Queen's Hall  
Tel: 44-131-6683456  
● The Edinburgh Symphony Orchestra: with conductor Alastair Mitchell and leader Philip Tuckey perform works by Gluck, Mozart and Bruckner; 7.30pm; May 4

GENOA  
OPERA  
Teatro Carlo Felice  
Tel: 39-10-589329  
● L'italiana in Algeri: by Rossini. Conducted by Yoram David and performed by the Teatro Carlo Felice. Soloists include Sonia Ganassi, Ruggero Raimondi, Bruce Ford and Bruno Praticò; 3.30pm; May 5, 7  
HELSEINKI  
OPERA  
Opera House Tel: 358-0-403021  
● Tosca: by Puccini. Conducted by Karl Tikka and performed by the Helsinki Opera. Soloists include Piriko Törnqvist, Peter Lindroos and Esa Ruutonen; 7pm; May 4

LONDON  
DANCE  
Royal Opera House - Covent Garden Tel: 44-171-2129234  
● The Royal Ballet: perform Frederick Ashton's *Illuminations* to music by Britten, *Symphonic Variations* to music by Franck and *The Dream* to music by Mendelssohn; 2pm & 7pm; May 4

EXHIBITION  
Whitechapel Art Gallery  
Tel: 44-171-5227888  
● Jeff Wall: this exhibition presents 16 large illuminated transparencies by the Canadian artist. Each of Wall's works consists of a photographic transparency in a wall-mounted light box - creating an effect similar to that of a stained-glass window or a back-lit advertisement; to May 5  
JAZZ & BLUES  
Ronnie Scott's Tel: 44-171-4390747  
● Tania Maria: with special guests the Anthony Kerr Quartet; 10.45pm & 1am; to May 5

LOS ANGELES  
EXHIBITION  
Los Angeles County Museum of Art Tel: 1-213-857-6000  
● From the Land of the Thunder Dragon: Textile Arts of Bhutan: exhibition of more than 50 textiles, fine silverwork accessories, and appliquéd Buddhist images. The display explores the ways in which textiles are integrated into the life of the Bhutanese people, from royal gifts to currency. Highlights include textiles owned by Her Majesty, Ashi Sangay Choden Wangchuck, Queen of Bhutan; to May 5

MADRID  
EXHIBITION  
Fundación Juan March  
Tel: 34-1-4354240  
● Contemporáneos Fondos de Colección: exhibition of 21 paintings by contemporary Spanish artists from the museum's collection. Artists represented include Antoni Tàpies, Manolo Millares and Miquel

BARCELÓ; from May 6 to Jun 16  
OPERA  
Teatro de la Zarzuela  
Tel: 34-1-5245400  
● Falstaff; by Verdi. Conducted by Alberto Zedda and performed by the Teatro de la Zarzuela. Soloists include Bruno Praticò, Octavio Arvelo, Carlos Alvarez and Ilona Tokody; 8pm; May 4

NEW YORK  
JAZZ & BLUES  
Blue Note Tel: 1-212-475-8592  
● Maynard Ferguson & Bebop Nouveau; 9pm & 11.30pm; from May 7 to May 12

PARIS  
CONCERT  
Théâtre des Champs-Élysées  
Tel: 33-1 49 52 50 50  
● Jean-Claude Pennetier, Régie Pasquier and Roland Pidoux: the pianist, violinist and cellist perform works by Chopin and Rachmaninov; 11am; May 5  
DANCE  
Théâtre de la Ville  
Tel: 33-1 42 74 22 77  
● Ballet Cullberg: perform the choreographies Pointless Pastures and She was black by Mats Ek; 6.30pm; to May 4

EXHIBITION  
Musée Picasso  
Tel: 33-1 42 71 70 84  
● Les carnets de dessins de Picasso: exhibition of 58 sketch-books by Picasso from the museum's collection; to May 6  
OPERA  
L'Opéra de Paris Bastille  
Tel: 33-1 44 73 13 99  
● Manon Lescaut: by Puccini.

Conducted by Sebastian Lang-Lessing and performed by the Opéra National de Paris. Soloists include Miriam Gauzi, Jean-Luc Chaignaud and Fabio Armiliato; 7.30pm; May 6, 10

STOCKHOLM  
OPERA  
Kungliga Teatern - Royal Swedish Opera House Tel: 46-8-7914300  
● Elektra; by R. Strauss. Conducted by S. Köhler and performed by the Royal Swedish Opera. Soloists include Gunilla Söderstrom, Lilla Andersson, Anita Solch and Ragnar Ulfung; 8pm; May 4

SYDNEY  
DANCE  
Drama Theatre, Opera Theatre, Playhouse Tel: 61-2-250-7127  
● Mornix Program 2 - Passion: a choreography by Moses Pendleton, performed by the Sydney Dance Company; 7.30pm; May 4, 5 (5pm), 6, 7

VIENNA  
CONCERT  
Konzerthaus Tel: 43-1-7121211  
● Zoltán Kocsis: performance by the pianist, accompanied by soloists of the Budapest Festival Orchestra. The programme includes works by Webern, Kodály, Brahms, Bartók, and Von Dohnányi; 7.30pm; May 6  
OPERA  
Wiener Staatsoper  
Tel: 43-1-41442960  
● Ariadne auf Naxos; by R. Strauss. Conducted by Horst Stein and performed by the Wiener

Staatsoper. Soloists include Ann Murray, Edita Gruberova and Gabriela Benackova-Cap; 7.30pm; May 4  
● Jerusalem; by Verdi. Conducted by Michael Haïsz and performed by the Wiener Staatsoper. Soloists include Eliane Coelho, Marjorie Vanca, Keith Italia-Purdy and Ruben Broitman; 6pm; May 5, 6 (7pm)

WASHINGTON  
CONCERT  
Warner Theatre  
Tel: 1-202-783-4000  
● Ladies of Note: a benefit performance for the Whitman-Weiker Clinic, featuring Judy Collins, Roberta Flack, Melissa Manchester and Maureen McGovern; 7.30pm; May 4

ZURICH  
CONCERT  
Opernhaus Zürich  
Tel: 41-1-268 6666  
● Alban Berg Quartet: perform works by Mozart and Rihm; 6pm; May 6  
OPERA  
Opernhaus Zürich  
Tel: 41-1-268 6666  
● Rigoletto; by Verdi. Conducted by Oleg Caetani and performed by the Oper Zürich. Soloists include Nadine Asher, Rolf Haunstetter, Cheyenne Davidson and Martin Zysset; 8.30pm; May 4

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COMMENT & ANALYSIS



Philip Stephens

Best offer to IRA

The Republic has outgrown the obsession with partition and Dublin and Belfast might as well be a 1,000 miles apart

In Dublin, optimism mingles with quiet desperation. Even now the IRA's bombers may be attaching detonators to slabs of Semtex in some squalid London bedsit. Two weeks ago they failed in their murderous art. It seems there was a technical hitch. A massive bomb planted under Hammermill Bridge somehow did not explode. Next time they are unlikely to make the same mistake. Yet across the Irish sea John Bruton's government will not admit that the chance of peace in Northern Ireland has been lost. It demands, pleads for, one last push to bring Sinn Féin to the negotiating table. Gerry Adams must be given another chance to persuade his cronies in the IRA to reinstate their ceasefire. Forget the disintegration of the Conservative party. John Major could yet take his place in the history books as the prime minister who answered the Irish question.

Despite a bar on ministerial contacts, Irish officials are in daily contact with Mr Adams. He tells them apparently that the game is not lost. But before the IRA's hard men can be persuaded, he adds, they must have assurances that the negotiations will be real, and without further conditions. They suspect that Ulster's unionists will hold a gun to Mr Major's head by threatening to desert him in the Commons. Above all, the IRA must not be obliged to give up their arms in advance of a political agreement.

Dublin's reaction has been to press Mr Major to give the reassurances. Dick Spring, Mr Bruton's deputy, says that arms decommissioning, on which the last ceasefire founded, should be treated in parallel with, but separately from, the three-stranded political negotiations.

Mr Spring wants General John de Chastelain, the co-author with Senator George Mitchell of an independent international investigation of the arms issue, to oversee the talks on decommissioning. Senator Mitchell might be brought in to chair the second strand of the political negotiations - that dealing with a closer relationship between north and south.

That would leave the first strand, an internal political settlement, for discussion among the province's parties.

Ask Dublin politicians close up whether they really want to rule the mean streets of Belfast and Londonderry and they shudder in visible horror

The third strand, the relationship between London and Dublin, would be for settlement between the two governments. If Mr Major signed up to these arrangements, what further excuse could the terrorists have for not halting the violence? Even the dimmest Republican would surely realise that it would be self-defeating to forsake such an opportunity. As Mr Bruton intimated this week to a group of visiting British journalists, the IRA will never get a better offer.

Among Northern Ireland's unionists this is an approach that provokes revulsion and suspicion in equal measure. Revulsion at the thought that Sinn Féin might indeed succeed in bombing its way to the negotiating table. Suspicion that talks on these terms would mark another turn of the ratchet leading Ulster into a united Ireland.

You can understand why the unionists might think that. It is hard not to feel distinctly queasy at the thought that an organisation which has slaughtered so many innocents over so many years can get its way by planting a few more bombs in London. These people are not after all freedom fighters, denied access to the ballot box, left with violence as the only option in exercising the right of political expression.

It is obvious also that the British government has not been entirely candid about its dealings with the IRA. The London government opened clandestine contacts with Republican leaders when Margaret Thatcher was still in 10 Downing Street. Peter Brooke, the former Northern Ireland secretary, was addressing the IRA when he declared in 1980 that "the British government has no selfish, strategic or economic interest in Northern Ireland". Ever since, the twists, turns and contortions have been directed to that same end: to bring the terrorists in from the cold.

So it should be no surprise to hear the unionist leader

David Trimble declare that Dublin is up to its old tricks in demanding more concessions for the Republicans. In unionist eyes, Mr Major has stepped with the devil for too long. Mr Bruton's government is driven by the same ambition for Irish unity as each and every one of its predecessors. In its own way it is as fanatical as the IRA.

But this is where the unionists have it wrong. Their view of Dublin is as crudely outdated as the IRA's assessment of British intentions in Ulster. Of course, every Irish politician must still genuflect before the altar of eventual unity. But the Republic has outgrown the obsession with partition. Dublin and Belfast are 100 miles apart. It might as well be as 1,000.

The Republic is blossoming, culturally and economically. It is the beneficiary of an economic miracle which has seen growth averaging 5 per cent a year and inflation tamed. Active engagement in Europe has allowed the nation's political class to break out of the ghetto of Anglophobia. These people demand parity of esteem for their nationalist lean across the border. But ask them close up whether they really want to rule the mean streets of Belfast and Londonderry and they shudder in visible horror.

Even if it could, Dublin would offer nothing to the nationalist minority in the north which deprived the unionists of a veto over constitutional change. The Republic wants peace not sovereignty. Thus, Mr Bruton acknowledges, Sinn Féin could never expect all-party talks to yield significantly more than that laid down in the Anglo-Irish framework document.

In short, the Union is safe. But as long as the IRA wages war it will not be secure. To be a pure and principled unionist is to slam the door once and for all on Mr Adams and his terrorist thugs. To be self-interested might be to hold it ajar for another few weeks.

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

We are keen to encourage letters from readers around the world. Letters may be typed on A4 paper (170 x 210 mm) and sent to: "Letters to the Editor", e-mail: letters.editor@ft.com Translation may be available for letters written in the main international languages.

Achievements of Ukraine consultants hardly 'irrelevant'

From Mr Richard Ranken. Sir, We can't deny that International Finance Corporation consultants working in Ukraine are young (as mentioned in your article of April 18, "Consultancy blooms in Ukraine's sunnier climate"). Their achievements, however, can hardly be labelled "irrelevant". Witness the fact that the Ukraine team has assisted in the privatisation of 6,000 small enterprises, has made

significant headway in the privatisation of large enterprises, and has recently designed and implemented the first working model for privatisation of collective farms.

Richard Ranken, manager, Europe department, International Finance Corporation, 1818 H Street NW, Washington DC 20433, US

Evidence suggests that Russia is not responding to 'shock therapy'

From Professor John Sharp and Mr John Thirkell. Sir, Having just returned from visiting manufacturing plants in Russia, we would take issue with some of the comments of your editorial "A Sino-Russian exchange" and Professor Jeffrey Sachs' letter in your issue of April 24.

Our visit provided ample evidence that shock therapy has not worked. Most manufacturing companies were clearly affected by lack of working capital and uncertain and unstable tax regimes. Investment in new plant and technology is severely inhibited. Many manufacturers, especially in the non-basic consumption industries, are working at a fraction of capacity. Often they have not been able to pay their workers for months at a time.

Those plants working normally do seem to have shunned their workforces somewhat. Our impression is that productivity levels were, prior to the reforms, lower than in western plants using comparable technology, but that this is no longer the case. The inefficiency is due to a lack of advanced technology, which would mainly be imported from the west. Although there was a clear

need to expand some service sectors, such as retail distribution, expansion of the financial services sector seems disproportionate. In our view, the real need was to expand consumer goods industries at the expense of heavy industry. In fact, Russian consumer goods industries have declined as a result of an upsurge in imports.

Among those we interviewed in manufacturing, Gennady Zyuganov, the Communist chief, is widely seen as offering Russia a chance to get back to work at pre-1992 levels. The easiest way of doing this is to revive those defence industries which have so far resisted conversion to non-military production.

In that context, the visit of Boris Yeltsin, the president, to China suggests that the west may, through a lack of interest in developing Russian consumer goods manufacturing, be encouraging Russian policy that is inimical to western interests.

John Sharp, Canterbury Business School, John Thirkell, University of Kent at Canterbury, Canterbury, Kent, UK

Film is not for an elite

From Mr Douglas Finney. Sir, I was disappointed by Nigel Andrews' review of Richard III (April 25). He seems to come from the "I preferred the book" school, whereas what we want to know is whether the film is good, qua film, and worth the price of a ticket. It is evident, and he appears unwilling to admit, that a cracking good film has been produced, as confirmed by the reaction of my teenage companions who are clamouring for the original text.

When one spends \$25m on a film it is no use appealing to

the elite to guarantee a return on capital. A tightrope between intellectual integrity and populism has to be walked. With intelligence, energy and sheer acting Sir Ian McKellen has triumphantly risen to the challenge.

Incidentally, soliloquy on the stage is a time-honoured convention. On the screen it is absurd; transforming a soliloquy into a dialogue with the audience works very well and is by no means a gimmick.

Douglas Finney, 34 Bolingbroke Grove, London SW11 6EL, UK

Important share listing for Daimler-Benz

From Dr R.H. Ellenrieder. Sir, Haig Simonian's article "British cars not up to the mark" (April 25/27) refers to the London Stock Exchange listing of Volkswagen as being "unique among German car makers". As a matter of fact, the shares of Daimler-Benz AG, one of Europe's largest industrial groups with Mercedes-Benz as its most important corporate unit, have been listed at the London Stock Exchange since December 1990.

So successful is this listing

that the London trading volume in the Daimler-Benz shares, which, incidentally, are listed on a further eight stock exchanges around the world, continues to be the highest outside Germany. This emphasises the importance of London as one of the world's financial centres and Daimler-Benz's global orientation as regards capital markets and the internationalisation of its shareholder structure.

For Mercedes-Benz, the importance of the British

market is reflected in registrations in 1995 of close to 33,000 passenger cars and more than 17,000 commercial vehicles. This makes Mercedes-Benz one of the leading quality car marques in the UK and the number one importer of commercial vehicles.

R.H. Ellenrieder, managing director, Daimler-Benz UK, The Economist Building, 25 St James's Street, London SW1A 1HA, UK

In, not out

From Mr Frank Blackaby. Sir, Your editorial "Expanding Nato eastwards" (May 2), advocating the eastward expansion of Nato is wrong. There are two obvious rules for a good security structure in Europe now the cold war is over.

The first is that Russia should be in it, not outside it. The second is that it should not create a new dividing line in Europe.

Frank Blackaby, 9 Fenitman Road, London SW8 1LD, UK

Pfizer forum Health Care Reform: The Challenge for Japan

Every developed country is struggling to control health care spending through a variety of regulatory approaches. The head of Pfizer's international businesses argues that, instead, fundamental changes in health care systems are needed to cope with medical advances and higher patient expectations; and that Japan may provide the new paradigm.

The end of the twentieth century coincides with the end of an era in health care. The day of the universal state-run health care systems - which date back to Bismarck's establishment of the German social insurance system - is drawing to a close. These systems were great social experiments - but in the age of rapid advances in health care technology, high demands for the new technologies, and worldwide fiscal constraints, they cannot be sustained without a level of rationing that is unacceptable to today's sophisticated, informed patient. Germany's sickness funds, America's Medicare and Medicaid programs, Canada's Medicare program - all are buckling under the inevitable fiscal strains of offering a superior good-health care - free or almost free at point of service.

Japan, too, is experiencing problems of this nature. To Japan's credit, its leaders have concluded that the only way to proceed is to undertake thorough, fundamental reforms. I for one believe Japan can devise an appropriate health care system for the twenty-first century - one that will "break the mold" rather than emulate the outmoded practices and principles that predominate elsewhere. But whether Japan will do so depends on which of two possible approaches Japan's policymakers choose.

Surveying the international scene, we see two potential directions for health care reform. One is a cost-driven model which seeks to impose decisions on the patients from above. Unfortunately, this has been a popular approach in the 1990s, as governments and private health care payers in the developed world focus on controlling spending.

A second direction, though, is toward a patient-driven model of health care, which gives patients both greater choices and greater responsibilities. In my view, this model should prevail - and probably will - because governments and private payers will find it difficult or impossible to deny patients access to first class medicine. A prime reason is the information technologies now available across the globe, which allow doctors and patients to learn of new treatments quickly, and to find out where they are available. And, through technologies such as telemedicine, world class medical therapy can now be delivered across borders.

When information, therapies and people can move freely, any attempt to ration health care is bound to fail. Unfortunately, such attempts continue, because governments fear higher health care spending, viewing it as a drain on their economies. This view is flawed. A distinguished Canadian physician, Dr Arnold Abernethy, noted recently that spending on computer technology has soared over the past decade - yet no one speaks of a computer crisis. This is because individuals - not governments - pay for their own computers. Spending on health care is regarded as a problem primarily because the spending comes out of the public purse or from third party payors, who regard innovation as a financial drain rather than a blessing.

Perhaps Japan can find a better way. A key may be to build on the distinctive strengths of the Japanese economy and the Japanese culture: long-term thinking, saving and investing, constant quality improvement. This brings us back to the analogy between the medical revolution and the computer revolution. In areas of technology other than health care, Japanese ingenuity and Japanese innovation have taken technologies once beyond the reach of ordinary people, and made them affordable and accessible to hundreds of millions around the globe. How many average persons do we see today with a mobile telephone, a laptop computer, or a home fax machine? Twenty years ago, it was inconceivable that these items would have been so widely available. A similar revolution can take place in health care. First, we must stop thinking of health care as simply a drain on the public purse and begin thinking of it as a productive area of the economy.

Second, we must use market forces to make the health care system better - not just cheaper. In a recent Pfizer Forum, Paul Belien of the Centre for the New Europe argued that greater market freedom in health care benefits patients most of all, because in free markets "consumers have a real say. As they demand, choose and pay for a service, the service better be good and reasonably priced." This is the kind of market in which many Japanese industries have succeeded brilliantly. Quality products, reasonably priced, are the very hallmark of Japan's successful competitive strategy in the global marketplace. Is it too much to suggest that Japan is ideally suited to devise a similar approach to health care?

We have seen the earliest reform proposals from the Japanese government. While some, like premium pricing for innovative drugs, are promising, others, like the "repricing" of innovative medicines which achieve higher sales than expected, the "fat sum fee" or capitated

approach to reimbursement, and proposals to mandate generic pricing, suggest that old thinking holds sway. However, the Japanese government has been open to discussion and it is hoped that more creative approaches may prevail as reform proceeds.

The essential point for Japan, and all systems, is that patients must take greater responsibility for their own care, through cost-sharing of some kind. There are intriguing models to study, such as the Medical Savings Account, an idea originating in Singapore and present in experimental form in the U.S. Policy experts like Dr. Wilfried Prewé in Germany and Dr. Eamon Butler in the UK suggest similar experimentation in Europe - with government assistance for those who need it. This policy would lead to a patient-driven model of health care, which would reward citizens for saving and investing in their own health care, and give them greater choice and responsibility. It is an approach particularly well-suited to Japan - where saving and investing for the future have been a long tradition.

The health care system of the next century should be one in which we see continual quality improvements coupled with lower total costs and more choices for consumers - exactly what we expect, and get, in every area of technology except health care. We have to change that - and we can. There are certain givens in every system: the goal must be a healthcare system that is market-driven, empowers patients, requires consumers to share the cost of care, values quality of care above all else, and fosters the appropriate use of medicine. Perhaps Japan can be first to reach this goal - if it is willing to try. The rest of the world will be watching.

Robert Neimeth is Executive Vice President of Pfizer Inc. responsible for Pfizer's International Pharmaceuticals and worldwide Hospital Products and Animal Health Groups.

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Europa • Anibal Cavaco Silva The numbers fail to add up

Emu should be based on sustainable stability, not strict compliance with the Maastricht criteria

Persistently high unemployment and weak growth have increased doubts over whether the European Union can proceed to economic and monetary union by January 1 1999, on the timetable set out in the Maastricht treaty.

The debate on the subject has concentrated on capping fiscal deficits at 3 per cent of gross domestic product and public debt at 60 per cent of GDP, the convergence criteria for membership of the single currency. Most member states are facing serious difficulties in meeting these criteria by 1997, the year to be used in assessing which countries will join the monetary union.

Laying too much stress on the deficit level for 1997 may even be contrary to the principle of sustainability. It encourages the adoption of fiscal measures that have only a temporary effect on the deficit, or window dressing accounting procedures such as off-budget finance for public expenditure.

In many countries, a sustainable reduction in the deficit requires structural changes, rather than tax increases or cuts in public investment. These include reforms in social security and health systems, privatisation of public services, an increase in charges for some services such as higher education and trunk roads, increased efficiency in tax administration and greater flexibility of the workforce.

When the public finances of EU member states come to be assessed, it should be the sustainability of public deficit reduction which is central, not exact compliance with the fig-



Anibal Cavaco Silva: Emu is a political step of utmost importance

the viability of monetary union is the sustainability of deficit reduction measures - a judgment on whether fiscal policies are generating durable results. The public finances of a country with a deficit in excess of 3 per cent of GDP may be in a better state than one with a lower deficit which cannot sustain that level.

Such a policy of "sound flexibility" - which is allowed under the Maastricht treaty - does not create additional risks for the single currency. The "excessive deficits procedure" in the treaty will exert heavy pressure on countries to adopt sound economic policies. And monetary union is itself a powerful integration mechanism which will inevitably favour convergence in inflation and interest rates.

In compensation for flexibility at the start of the single currency, there may be a case for some additional rules to prevent irresponsible fiscal policies after monetary union. The Council and the Commission should rapidly announce that the assessment of which countries will join the single currency will not only check deficit and debt ratio levels but will also analyse the sustainability of public

finances - and lay more emphasis on the latter. At the same time, they should encourage member states to adopt policies that will ensure the sustainability of deficit reduction. They should also use EU institutions to support measures at national and European level to reduce structural unemployment.

Adopting such a sound flexible position would ensure that monetary union does not have to be postponed, or launched with only a few members - either of which would weaken opponents of further European integration.

Postponement would be very costly in terms of the credibility of European integration and give support to the idea that monetary union can be halted. It would also promote further instability on the financial and foreign exchange markets and push up interest rates.

The markets would see it as leading to a relaxation in financial discipline and an easing in the structural reforms needed to improve the competitiveness and growth of the European economy. Countries with weaker currencies would suffer most by any loss of credibility in monetary policy - and thus lose most in terms of growth and employment.

It may be argued that the benefits would be reduced and divisions opened between those that were in the single currency and those outside it. Those countries not in the monetary union from the start will find increasing difficulty in meeting the conditions for membership as they will face higher interest rates and more volatile exchange rates.

Monetary union is a political step of the utmost importance for the future of Europe and must be envisaged as such by European leaders. It would be wrong to make the decision over membership depend on the economic situation or a technocratic analysis of percentages, some of which have little relevance to a single currency. The final decision on which countries qualify for monetary union in 1999 cannot but include a significant political component, which no European leader can avoid.

The author was prime minister of Portugal for 10 years until October 1995, and is now a consultant to the Bank of Portugal

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COMMENT & ANALYSIS

FINANCIAL TIMES

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Friday May 3 1996

# Asia's bank and Uncle Sam

In failing to make up its arrears to the dwindling soft loan fund of the Asian Development Bank, the US is again behaving badly towards an international organisation of which it is a member.

Especially when it claims a large say in the policies of such an organisation, the US should be prepared to fulfil the financial obligations of membership. As with the UN and the World Bank, to which it has a long history of arrears, it is instead blithely ignoring them.

That stance may make pragmatic sense within the narrow confines of Washington politics, but it damages the broader standing of the US in the world. In the case of the ADB, Washington is going a step further by seeking to impose the view that China and India, two large but very poor countries, should not be eligible for soft loans because both are able to borrow in the private capital markets.

The argument mirrors that under way with regard to the World Bank's soft loan facility. The view in the region is that private capital is not available to India or China in unlimited quantities. Living standards in both countries are low. Both confront large tracts of poverty. The US is in a poor position to push its views when it is failing to live up to its obligations.

Moreover, the ADB's soft-loan window is not the only part of the bank's operation which the US

claims a right to influence. Largely as a result of lobbying by the more radical fringe of the US development movement, the ADB has set strict targets for the proportion of lending which is to be directed to poverty alleviation and the environment at the expense of financing infrastructure.

This is unsatisfactory for several reasons. It is as hard to define what is meant by poverty alleviation as it is to measure the return that comes from lending for such a purpose. The bank may end up devoting too much of its resources to compensating for existing poverty rather than paving the way for future prosperity. China and Malaysia complained at this week's ADB meeting that rigid lending targets distorted the bank's operations.

Asian members are right to complain at US attempts to impose unnecessary restrictions on its lending decisions. The US is a large shareholder but its voting rights in the ADB's ordinary capital are only 8 per cent, somewhat less than China and Malaysia combined.

The ADB's advantage, as its Asian members grow economically, may be an ability to contribute original Asian solutions to development problems. This may well involve the bank tailoring its soft loan programme to the needs of different countries. It does not need to know to a country outside the region which is shirking its financial commitments.

# Power bids

Just when calm seemed about to descend on the UK electricity market, the government has disturbed it again. Mr Ian Lang, trade and industry secretary, has reminded investors that the government still holds "golden shares" in PowerGen and National Power, the two large generators. In one sense, the statement is uncontroversial, since it simply reaffirms the existing situation. But the announcement, which suggests that the government wants to block takeovers in generation, raises more troubling questions about the government's approach to competition in the industry.

The statement comes just a week after Mr Lang blocked takeover bids by the two generators for regional distributors, against the recommendations of the Monopolies and Mergers Commission. To some industry commentators that appeared to leave the way open for Southern Company, a US generator, to bid for National Power, as it had been considering. Such speculation was dampened by yesterday's announcement that the government would maintain its policy on special shares in the light of possible bids for generators. The special shares, put in place at privatisation, prevent shareholders from acquiring more than 15 per cent of the generators without government permission. The implication of the statement is that ministers would, for the moment, cast a cold eye on bids. The insertion of such a provision at privatisation has been helpful in providing stability in an

industry undergoing radical structural change. But the government's stated reasons for retaining the shares are curious.

First, it asserts that the shares are needed because the generating market is not yet fully competitive. However, a change of ownership would have no effect on competition, unless the bidder already owned generation or distribution capacity. If that were the case, questions of competition could be addressed adequately by the commission and Mr Lang himself. For example, Southern Company already owns Sweb, a distributor in the south-west; the commission and Mr Lang would have considered whether it should divest that business if it bid for a generator.

Some might regard yesterday's statement as helpful in that it would discourage such bids and hence reduce the likelihood of further lengthy commission inquiries. But there must be a suspicion that the political sensitivity over foreign takeovers of large UK companies played at least a part. The second questionable aspect of the statement is the assertion that when the government eventually considers redeeming the shares, it will do so "after consultation with the companies". Why should it do so? And in doing so, why should it expect a management to support the lifting of the protective shield?

The government has partly clarified its response to any bids. But deeper issues of policy towards mergers and competition have also been thoroughly muddled.

# An African lesson

The successful privatisation and flotation of Kenya Airways provides an object lesson for Africa. Over the past three years the country's loss-making state-owned airline has been turned into a profitable operation which last attracted a foreign partner. Last year the Dutch national carrier KLM took a 26 per cent stake, providing not only capital, but much-needed access to management and marketing skills. Now the airline has been floated on the Kenyan and London markets. This is an example from which other African countries should learn.

Kenya has demonstrated that in an appropriate economic environment inefficient, loss-making public corporations can be turned into successful ventures, capable of attracting foreign partners. Among the countries that need to take note are South Africa, where the government seems to be dragging its heels over the future of Telkom, the state-owned telecommunications giant, and Zambia, which has been painfully slow in privatising the copper mines it nationalised in the early 1970s.

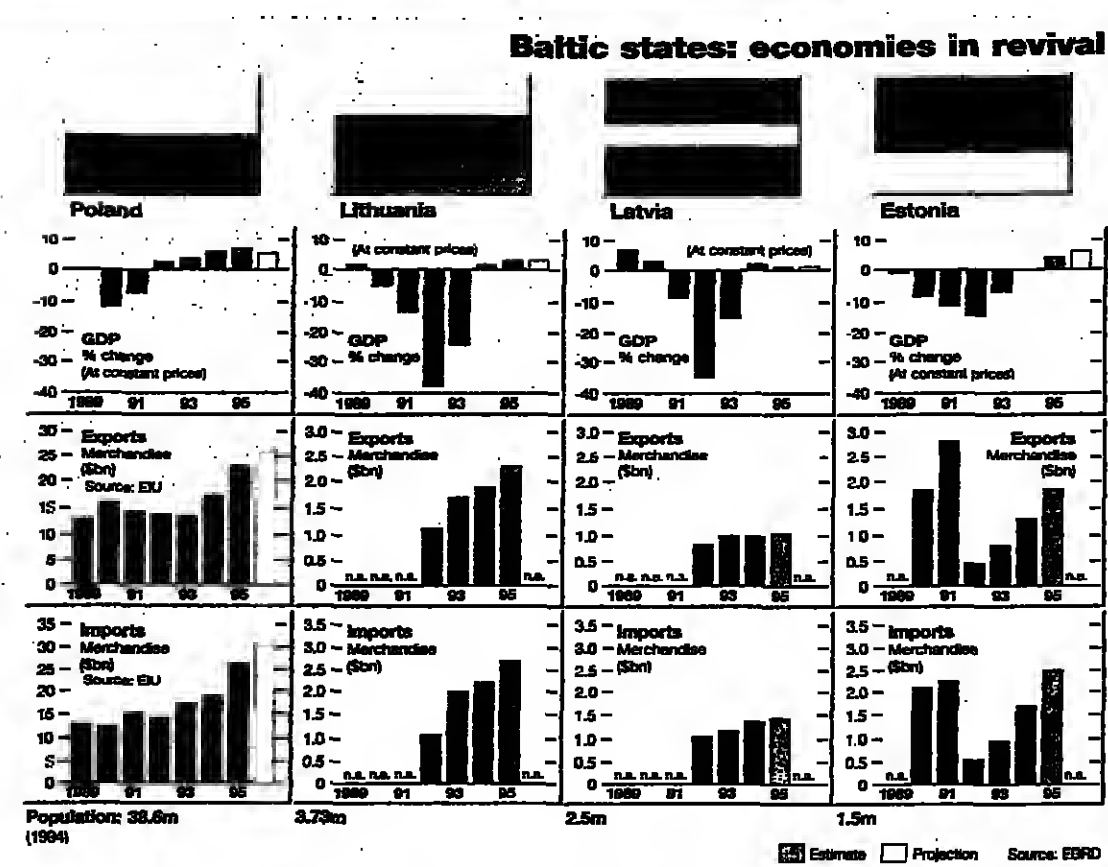
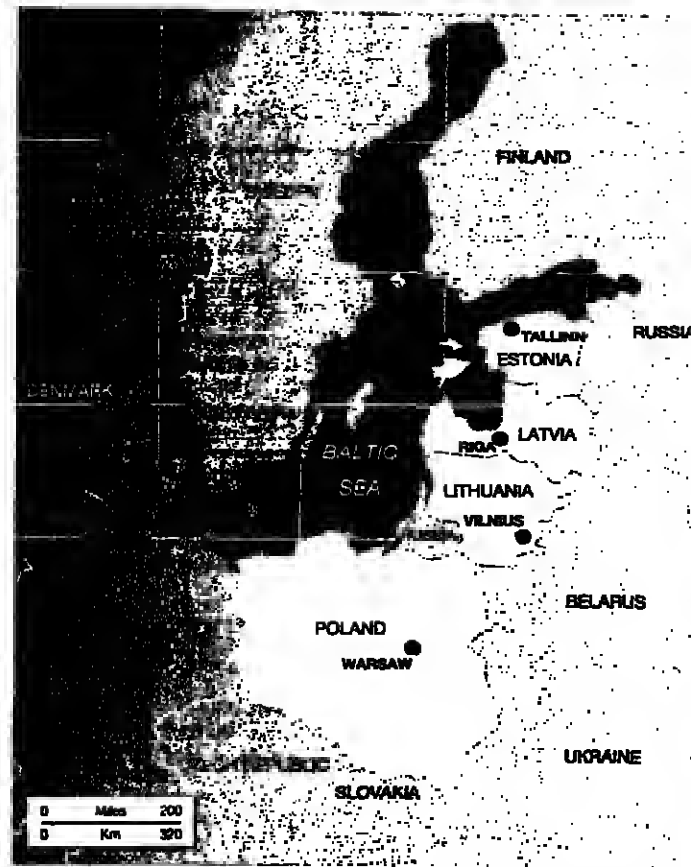
Aid without private investment is not enough to rescue Africa from its economic crisis. As a recent Unctad study pointed out, while foreign direct investment inflows to all developing countries more than doubled between 1986-90 and 1991-94, those to Africa hardly increased, staying at about \$3bn a year. Of this, oil-producing countries accounted for about two-

thirds. As a result Africa's share in the developing countries' total foreign investment declined from over 11 per cent to 6 per cent, leaving the continent marginalised in an increasingly globalised world economy.

Yet, on closer examination, the picture is not as bleak as it may appear. In most years between 1980 and 1993 the rate of return in Africa was considerably higher than that in Latin America and than the average for all developing countries. Of course, the return on investment must be higher to reflect the perceived higher risk. Africa still has an image as a continent beset by debt, disease and disasters, natural and manmade. Moreover, while most African governments have embarked on reform programmes, implementation has often been half-hearted.

Another burden is the weak state of the region's financial services sector, coupled with a poor telecommunications system. Yet both these problems are but symptoms of a basic policy shortcoming - the slow pace of privatisation. As a result, there have been fewer investment opportunities.

Africa is lagging behind the rest of the world. But the success of the Kenya Airways flotation, and such examples as the privatisation of Ghana's Ashanti Goldfields, show that thriving concerns can emerge from enterprises stifled by state ownership in the early years after independence.



# Prosperity without security

The Baltic region has enjoyed an economic revival since the cold war ended but a shadow lingers, say Hugh Carnegy and Matthew Kaminski

With the spring thaw breaking up the ice on the Baltic Sea, 12 European heads of government meet today on the Swedish island of Gotland to celebrate the Baltic region's rebirth after the end of the cold war. Democracy has been thriving since the disintegration of the Soviet Union, and trade and investment are rising.

"No region has been affected so positively by the end of the cold war as the Baltic," says one senior Swedish official. But the leaders meeting at the old port of Visby know that the shadow of the cold war has not been entirely lifted. Russia's opposition to the desire of the Baltic states - Estonia, Latvia and Lithuania - to join Nato has left the future of the region's military alliances hanging in the air and added a menacing note of uncertainty to an otherwise positive outlook.

The conference will include Mr Victor Chernomyrdin, prime minister of Russia, Mr Helmut Kohl, the German chancellor, and the leaders of Poland, Denmark, Finland, Norway, Sweden and Iceland, as well as representatives of the European Union. But perhaps the proudest participants will be the prime ministers of Estonia, Latvia and Lithuania - countries which until 1991 were locked into the Soviet Union. The summit will seek to emphasise the gains - rather than the risks - for the region following the collapse of the Soviet regime. It will concentrate on the resurgence of democracy in Russia, Poland and the Baltic states, on trade, and on so-called "soft security" issues such as projects for improving the environment around the Baltic.

The region has certainly been transformed. The "ice curtain" in the eastern Baltic, which ran up Finland's long border with Russia to the Arctic Sea, froze relations in a sea basin which for centuries had been an important centre of European trade. Now Germany is reunited, Poland is free of Moscow's influence, and Estonia, Latvia and Lithuania are

fully independent nations for the first time since they were swallowed by the Soviet Union after a brief spell of freedom in the inter-war years. In 1994, the Baltic states - strongly supported by Sweden and the western powers - won landmark agreements on the withdrawal of Russian troops from their territories. There are still tensions with Moscow, especially over the conditions for the large number of ethnic Russians in Estonia and Latvia, many of whom are denied the vote by tough citizenship laws. But the independence of the three countries has been strengthened.

Like Poland, the Baltic states have embraced market reforms and now lead all the other former Soviet republics in economic development. They are benefiting from investment flows from Germany and their Nordic neighbours. The states have followed Poland in winning associate membership of the EU and are pressing hard for inclusion in the next round of EU membership enlargement. Estonia, economically the most successful of the three, is the most promising candidate. The collapse of the Soviet Union was a big factor in convincing Finland and Sweden that they could join the EU last year without compromising their neutrality.

As the summit will emphasise, the opening-up of the Baltic basin has sparked hopes of a big trade revival in the region. St Petersburg, with its 10m population at the eastern end of the Gulf of Finland, is seen as an enormous potential market by Russia's Baltic neighbours and provides an incentive to build relations with Moscow.

The summit will ring with echoes of the Hanseatic League, the Baltic-based block of trading towns which wielded strong political influence in Europe in the Middle Ages. But lurking behind the optimism that Sweden is determined will infuse the summit lies the problem of regional security. It is the most important unresolved issue in the Baltic left over from the cold war, with deep ramifications for

both Moscow and Washington. The heart of the issue is the desire of Poland and the Baltic states for Nato membership to guarantee their independence. Moscow is strongly resisting Nato enlargement, but is especially opposed to the notion of Nato membership for Estonia, Latvia and Lithuania, which until five years ago were an integral part of the Soviet military infrastructure.

A loud voice proclaiming Moscow's view has been the Russian ambassador in Finland, Mr Yuri Deryabin. In an interview last week with a Finnish newspaper, he said: "No matter what [the Baltic countries] say, can you imagine a situation where Russia would have an organisation like Nato on its border? Obviously protecting Russia's security interests would then come into play. Some kind of corresponding measures would have to be taken."

The special sensitivity for Russia of the Baltic states makes the

cold war - and continue to be nervous about their neighbours' determination to join Nato.

A solution canvassed by Mr Douglas Hurd, the former UK foreign secretary, is for the creation of a Baltic security sub-zone - a proposal winning support behind the scenes from the Russians and the Germans. Separate from both Nato and Russia, this would create a security alliance including Estonia, Latvia and Lithuania, in which Sweden and Finland would take the lead.

But none of the prospective members of this group is interested. It was ruled out at a meeting last week in Helsinki by Mr Paavo Lipponen and Mr Göran Persson, the Finnish and Swedish prime ministers. "Any military guarantees on our parts to the Baltic states are out of the question," Mr Lipponen said.

Nor do the three Baltic states want them. They insist they need a Nato tie that is stronger than their present membership of the alliance's Partnership for Peace programme, which offers co-operation without security guarantees.

"The overall responsibility for security cannot be shifted from the US and Germany to Sweden and Finland," says Mr Juri Luik, the former Estonian foreign minister. "If Nato enlargement takes place and the Baltic states are not in, then it would be very important to find ways to indicate that the Baltics are close to Nato."

The summiters in Visby can skirt round these issues safe in the knowledge that nobody wants to confront them fully until after the Russian and US presidential elections later this year. In the meantime, Sweden and Finland will lobby hard for the Baltic states to be pushed up the priority list for inclusion in the EU's enlargement - on a par with Poland.

That is a vital goal for the three countries, but it will not satisfy them. Their deep-seated worry is that they will be left in a limbo in the new Baltic. "It is a unique chance in our history to become part of Europe," says Lithuania's Mr Januska. "But we fear the west might sell us out again."

# After the Soviet Union

- **Estonia** The smallest Baltic state, two-thirds of its population of 1.5m are ethnic Estonians; the rest of Slavic origin. Of the former Soviet republics, Estonia moved fastest to shed the communist legacy - it was the first to introduce its own currency, which it pegged to the DM-Mark. Expected growth of some 6 per cent this year will bring it close to the levels of output before it abandoned the command economy and lost its Russian markets.
- **Latvia** Once the region's financial and industrial centre, its cities are predominantly Russian - non-Latvians make up 48 per cent of the 2.6m population. Despite a serious financial crisis last year, banking remains the backbone of an economy which, like Latvia, leans on capital movements. German, Swedish and Russian merchants are again converging on the country as a centre for trade between Russia and the west.
- **Lithuania** A nation with a rich independent history, its ethnic purity - 80 per cent of its 3.7m people are Lithuanians - has reduced scope for conflict with Moscow. Former Communist boss power in 1993 and introduced a new, strong currency and historic inflation. A return to growth has been offset this year by an expensive banking strike-out. Spurred by the heavy industrialisation of the Soviet era, its economy is largely agricultural.
- **Kaunas** This region straddles the former Prussian city of Königsberg was annexed by Stalin 50 years ago. Now the widest Soviet military outpost, its Russian leaders want Kaunas to be an export trade centre. The army elite opposes reducing the large military presence - estimated at 200,000 soldiers in a population of 900,000 - inflated by the presence of divisions withdrawn from central Europe and the Baltic states.

# OBSERVER

## Wes cooling off - period

Starbucks coffee may have conquered America from Seattle, but there must be something else in the air and water which is giving the Pacific north-west, east of the Cascade mountains and stretching into Montana, a bad name. Not only is it the preferred habitat of militias, freemen and the Unabomber - now it has Wes Cooley to ponder. He is the 63-year-old freshman Republican congressman from eastern Oregon, hitherto best known for his ferocious assault on environmental regulations. He seems not to like laws of any form, which is the largest of his problems. The charge is that his wife, whom he may have married in the mid-1980s, continued to receive a military widow's pension for another 10 years. That's specifically proscribed, as any member of the veteran's affairs committee - where Cooley sits - should be aware.

The circumstances of his marriage are mysterious, mostly because, unusually, the records are sealed in a California courthouse. But the Cooleys did recently stage a renewal of their wedding vows, on what was assumed to be their 10th anniversary. His campaign literature always boasted of a wife. But he also boasted that he served in the Korean war (which

## he now concedes was just "going on" while he was in the army) and that he was a member of the Phi Beta Kappa fraternity for the very best university school in the world - he belonged to a social club with different Greek words, at a modest California community college).

But at least his problems have given rise to one of the great quotes ever issued by a press secretary, worthy of Ron Ziegler's Watergate explanations. "Of the Cooley marriage, his side said: 'He will attempt to explain it when he has all the facts at his disposal.'"

## Silence Goldman?

David Woods' ability to translate into plain language the intricacies of the Uruguay Round earned him the gratitude of hacks the world over.

But the World Trade Organisation's mouthpiece has obviously decided it's time to look to his own balance of trade. The 49-year-old Brit is joining his erstwhile boss, Peter Sutherland - now chairman of Goldman Sachs International - as the investment bank's first in-house PR lackey in London.

After 13 years in Geneva, Woods deserves a rest from squabbling WTO (and previously Gatt) ambassadors, who have even thwarted the creation of a logo for the new organisation. Meanwhile,

## his service on the front line, battling - not very successfully - member governments in the name of greater transparency should stand him in good stead at the obsessively lucrative Goldman. If he cracks it, he knows where to call.

## Kime's home run

Admiral Bill Kime might have relinquished his job as head of the US coastguard, but he's still empire-building. Now executive chairman of Intercoastal Ugland Management Corporation, the ship-owning and management group, Kime is still making waves, now in the world of ship management.

A year ago Ugland International Holdings, the parent company, linked up with Totem Resources Corporation, the Seattle-based liner operator and owner of one of the US's largest tug and barge groups.

Now Ugland and TRC have got even closer together, with the formation of a single ship management group to manage the 43 vessels - including ro-ro's, tankers and reefers - of their jointly owned businesses. With the group now spread across operations in the US, UK and Norway, Kime says he feels like home in an airport lounge: "I've done more than 100,000 miles since the start of this year."

Kime, now 61, hit US headlines in 1993 when he was the figure

## repelling Haitian borders from the US coastline. But he presumably did it with full managerial competence, having introduced Totem Quality Management to the coastguard during his four-year stint.

Kime's a huge baseball fan, supporting his home side, the Baltimore Orioles. Lucky in business, unlucky in sport - the Orioles got slammed the other night by the New York Yankees.

## Sign of the times

Oh the marvels of German industry - straining every widgeon to keep ahead in the global cut and thrust of the 1990s.

In the course of this noble endeavour, Bayer, the chemicals giant, yesterday announced that as many as 10,000 of its employees would now be authorised to act as sole signatories to letters - instead of having to go to the trouble of securing a second signature on everything they sent out, down to the last invitation to an annual meeting.

The company trumpeted the advantages of this spiffing new system, with Manfred Schneider, Bayer's chief executive, reckoning it would give employees "more responsibility and motivation". You don't kid us. If Tony O'Reilly can save millions by changing the label on baked beans cans, who knows what Schneider can save by reducing writing time?

# Financial Times

## 100 years ago

Debate in the Reichstag today, Herr Meyer, member for Danzig, interpellated the Government on the subject of the conversion of the German Imperial Loans. Count Posadowski, Secretary for the Treasury, replied that it could not be the intention of the Government to depress the general rate of interest, nor could the Government think of grasping at every opportunity - perhaps only a fleeting one - for converting the debt. The consequences of conversion would be that their good German money would go abroad, and that doubtful foreign paper would come over in its place. (Reuter).

France's pet colony The short-sighted and selfish policy of France in commercial matters has become almost proverbial, and numerous instances of it are given in Mr Lambert Playfair's report on the trade of Algeria. The French authorities are doing their best to stifle the commerce of this, their pet colony, and their special animosity appears to be directed against British enterprise. Wherever the Republic extends its dominion, there general commerce is handicapped, with the mistaken notion of keeping the trade in native hands.



**LEGAL DEFINITIONS**  
 estate n. 1 large four wheeled container for children, dogs, green vehicles etc (usu. Volvo, Mercedes etc)  
 2 person's collective assets and liabilities (usu. 3 landed property, see ROWE & MANN; esp. (pt 0171-345 4282))  
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# FINANCIAL TIMES

Friday May 3 1996

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Chance of qualifying for Emu queried by OECD

## Paris plans to cut public spending in real terms

By David Buchan in Paris

The French government is planning to cut overall public spending in real terms next year in a bid to reduce its deficit sufficiently so that France can qualify for European Monetary Union.

The plan emerged as the Organisation for Economic Co-operation and Development said that both France and Germany would fail next year to meet one of the criteria for participation in the proposed European single currency - a budget deficit of no more than 3 per cent of gross domestic product.

Mr Jean Claude Paye, secretary-general, said yesterday that OECD projections for both countries "yield a public deficit figure of more than 3 per cent", though he said the forecasts had been made before last week's announcement by Germany of a DM50bn (\$32.5bn) austerity plan.

The French government yesterday insisted that it was adhering to its goal of a budget deficit

within the criterion, as Mr Alain Juppé, the prime minister, yesterday launched a drive to cut spending, shed wasteful government programmes and trim civil service numbers.

Summoning all his ministers to a special meeting on the 1997 budget preparations, he asked them to throw themselves into the struggle to find enough savings to reduce this year's planned deficit of FF288bn (\$66bn) to below FF250bn next year.

Seeking an early show of parliamentary support for his measures, Mr Juppé has scheduled a National Assembly debate on next year's budget for May 14-15. He plans to involve himself personally in budget discussions for much of the summer.

Having ruled out any further increases in taxes, which rose substantially in the past year, Mr Juppé has now committed himself to keeping public spending in 1997 at the same level in current terms as this year. This commit-

ment implies a real cut of around 2 per cent though the government will not comment on reports that it is aiming to prune spending by FF40bn-FF60bn next year.

In addition to warning that all ministries will have to take cuts Mr Juppé is also prepared to prune those housing and job subsidies which seem to be having little effect.

These subsidies have been a major part of government policy to stimulate the economy and create jobs, but the government now seems to be relying more on budget deficit cuts feeding through to interest rate reductions in order to boost activity.

Mr Juppé is understood to believe that it might be a political mistake to repeat next year the partial wage freeze he has imposed on French civil servants this year. However, he appears prepared to tackle the issue of reducing the country's civil service.

## Rapid growth in US GDP

Continued from Page 1

said Mr Edward McKelvey, a senior economist at Goldman Sachs in New York.

Few analysts expect the central bank to raise short-term rates as soon as its policy meeting later this month. But a tightening in July is seen as possible if growth appears to be running above 2.5 per cent, which the Fed regards as the economy's long-run potential.

Traders were yesterday preparing themselves for today's crucial report on job growth in April. A large increase in payroll employment would reinforce expectations of faster economic growth and raise the likelihood of a tightening of monetary policy.

## BT and C&W

Continued from Page 1

new opportunities for an alliance.

Mr Olsen blamed the breakdown of the talks on a "fruit salad of reasons", but observers close to the prospective deal said price, the potential regulatory climate in the UK and the likely attitude of the Chinese government were the most important.

It is thought the two sides started the talks in the expectation that a suitable price could be agreed, but in the end BT was not prepared to accept C&W's valuation.

Though the news came after the London stock market had closed, both companies' stocks tumbled in New York. In mid-session, C&W's American Depositary receipts were \$21 1/4, down 1 1/4%; BT ADRs were \$51 1/4, down \$3 1/4.

## Matsushita enters Japan's domestic telecoms market

By Michiyo Nakamoto in Tokyo

Matsushita, Japan's largest consumer electronics maker, is set to become the first big Japanese company to take advantage of government deregulation measures and enter the domestic telecoms market by providing long-distance telephone and network services.

Matsushita said it planned to connect its own private leased lines, which link about 500 of its subsidiaries and affiliates throughout Japan, to public telecoms networks and provide low-cost telecoms services to the general public as early as next year.

The plan would make Matsushita the first Japanese company to take advantage of the government's decision to allow private leased lines to be connected at both ends to public networks by the end of next year.

Toyota, the carmaker, also has plans to provide telecoms and network services using private leased lines to group companies, although it hopes eventually to expand services to the public.

Matsushita's move is expected to pave the way for other companies to offer similar services, injecting further competition into Japan's domestic telecoms market, which is dominated by NTT, the former monopoly.

The high market share that NTT still commands has been blamed for keeping telecoms prices high and for delaying the introduction of new services.

The decision by Matsushita

also highlights the growing importance of telecoms businesses for consumer electronics companies as spending on home leisure activities in the world's main economies shifts from audiovisual equipment to personal computers.

In addition to voice telephony, Matsushita aims to provide network services, such as Internet and other multimedia services. "Our end goal [with this project] is to create a communications network that links individuals and this is just a first step towards that," it said.

The company, which last year sold its majority shareholding in MCA, the US entertainment group, hopes to reduce its dependence on sales of consumer electronics hardware, which have been hit by falling prices and saturated markets. Last month Matsushita and IBM agreed to join efforts in developing and marketing network services.

In its latest venture, Matsushita will connect its private network, which runs from Sapporo in the north to Fukuoka in the south, to about 40 points along NTT's local network. Callers will dial an access number that would link their phone line to Matsushita's private leased line.

The system will use an adaptor developed by Matsushita to route the call along the cheapest public network. By using this system, Matsushita hopes to provide long distance services at a discount compared with NTT and long-distance competitors.

## CSFB accuses EU on aid for eastern Europe

By Nicholas Denton in London

CS First Boston, the investment banking arm of CS Holding, has accused the European Union of "discrimination" in the allocation of aid money from the Phare programme for eastern Europe.

In a letter to Sir Leon Brittan, the EU chief trade negotiator, CSFB complained it was being excluded from a privatisation tender financed by Phare because two executives on its team were not EU nationals.

CSFB said the EU should recognise that most investment banks were international institutions with a diverse staff.

EU officials pointed out that nearly all EU aid is tied aid. Under EU financial regulations, all companies tendering for aid or assistance contracts must be registered in the EU or in beneficiary countries. "There are moves afoot to untie aid, but the idea is still in its infancy," an EU diplomat said.

Officials added that several contracts also have written into them an exclusion clause stipulating that individuals as well as consultancies must be from an EU member state or from one of the beneficiaries.

CSFB said it interpreted the clause in the Hungarian tender as referring solely to companies and not to individuals.

The Phare programme, under which the EU disbursed £60.12bn (\$137bn) last year, is used to help countries in central and eastern Europe prepare for accession to the EU. The complaint arose over Phare's conditions for funding of Ecolim in fees for investment bankers advising on the privatisation of Magyar Hitelbank, Hungary's largest commercial bank.

Although CSFB's worldwide headquarters is in New York and its ownership Swiss, the European operations are incorporated in the UK, so it qualifies as an EU firm. But in its team CSFB included Mr David Mulford and Mr Ian Molson, the chairman and co-head of investment banking for European operations.

Phare has disqualified CSFB because Mr Mulford, a former US Treasury undersecretary, is a US citizen, and Mr Molson is Canadian.

Although formal letters have not gone out to the bidders, Budapest investment bankers expect the privatisation mandate to go to Barclays de Zoete Wedd, the investment banking division of Barclays Bank of the UK.

Mr Mulford, in a letter sent last week to Sir Leon Brittan and obtained by the Financial Times, sharply criticised EU policy. "I find it extraordinary that we should be subjected to this test in the first place since we are a multinational firm comprising many nationalities, as indeed is the case for every leading international investment bank."

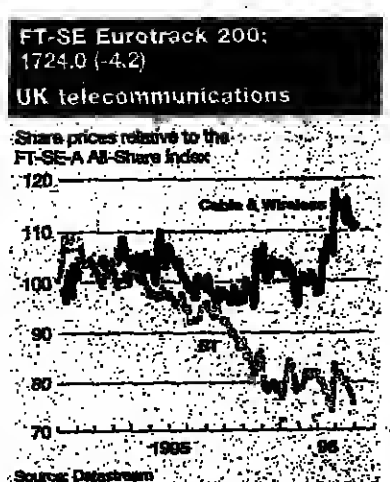
## THE LEX COLUMN

### Broken engagement

Both British Telecommunications and Cable and Wireless have been damaged by the breakdown of their merger talks. But there is little doubt that C&W's wounds are deeper. Not only have the discussions taken their toll on morale, especially at its UK arm, Mercury Communications, which would have been sold had the talks succeeded, but C&W is now drifting without a strategy.

If C&W's new chief executive is really top-notch, he may be able to restore morale. But finding a way out of the strategic bind will be harder. C&W's loose collection of operations around the world - dubbed the "federation" by its previous chief executive - does not add up to a convincing strategy. Such a collection would, however, have made a neat fit for BT, AT&T or Deutsche Telekom, all of which are aiming to create global supercarriers. Through the logic of such a tie-up remains, C&W could hardly embark on another series of complex and disruptive discussions in the near term. Since C&W is well protected against hostile bids, the premium in its share price will evaporate.

BT has less to lose from the merger's collapse, but that does not mean it has got off scot-free. Not only has it lost the opportunity to leap ahead of its rivals in the race to form global supercarriers but it has to face the unpleasant fact that the lion's share of its business will continue to be UK-based and regulated. With BT's regulator, Ofcom, looking to cut its operating cash flow by £1.2bn (\$1.6bn) a year, the medium-term earnings prospects are grim. Longer term, its international strategy may bear fruit. But the only short-term earnings fix would be to give its shareholders the 56bn cash it was planning to spend out as part of the C&W merger. SKI, even that should wait until Ofcom has finalised its plans. If BT moves too soon, the regulator could tighten the screws another notch.



performance in Asia Pacific. Indeed, it was Europe that held out the greatest hope of progress. Performance there was distorted by the £15m stock write-down of beef products due to fears over mad cow disease but underlying profits growth amounted to 6 per cent. A combination of mature product lines and troubled markets, such as Germany and France, means that growth will come from cost savings derived from a raft of previous restructurings. But a recent shake-up of Unilever's executive structure offers hope that a more responsive middle management will deliver better returns.

Nestlé is undergoing its own less dramatic management changes, but profits are being driven by external factors: a weaker Swiss franc and a decline in the coffee price. Coffee will add significant zest to 1996 profits, pushing group profit margins back over 10 per cent and helping generate the volume growth that seems to elude Unilever. Its shares should therefore lead the way.

### UK power

Yesterday's government statement makes its electricity policy even more shambolic. The stock market instantly assumed bids for generators were ruled out, although on a close reading, the statement could not be more evasive. It is also gibberish. The golden share shielding the generators from takeover is, we are told, needed because they are not yet exposed to enough competition. In reality, the competition shortage makes the need for alternative disciplines on management - such as the threat of takeover - more, not less, important.

The emphasis on competition is, though significant, it looks like a shot across PowerGen's bows. Suggestions

that PowerGen might get away without disposing some of its power stations to Hanson now look distinctly unrealistic. But this begs another question: how far Hanson should be allowed to build up generating capacity. The government's position on this badly needs to be made clear. So does its view on combining more than one regional electricity company (rec); this is, after all, an obvious fallback for Southern Company of the US which was stalking National Power.

The market did jump to one optimistic conclusion: if US bidders cannot go for generators, bids for recs are now more likely. Well, maybe. But the constant shocks to this sector and the government's fondness for leaving so many big questions unanswered must be a deterrent to foreign investors. In its protectionist mode, the government may not regret that. But it should not be surprised if US investors take a sniffy view when it tries to persuade them to buy nuclear shares.

### Tracy the sheep

It may seem a lot of money to pay £100m for a sheep or even a flock of them. But Tracy the sheep and her brood are no ordinary barnyard and PPL Therapeutics, Tracy's Scottish owner which is aiming for a £100m stock market flotation, is extraordinary even by the wacky standards of the world of biotechnology.

PPL is one of only three companies in the world breeding genetically modified (transgenic) animals for their milk. By injecting them with human gene fragments, these animals can be made to produce human proteins - and in particular proteins whose deficiency causes disease. PPL's sheep already make nine proteins connected with cystic fibrosis, haemophilia, heart attack and stroke.

Genetic engineering conjures up negative images, but the idea is not new. Eli Lilly of the US makes a fortune producing human insulin from transgenic bacteria. Others use mice. The advantage of sheep is that they can produce more complex proteins in higher concentrations. They are also a lot easier to milk. PPL's products should gain rapid market acceptance since they are natural and, once the herd is established, costs are minimal.

That said, the company will not launch its first product until 2001. Positive cash flow and profits will take even longer. But given the enthusiasm for biotechnology stocks, that should not present a problem for the float.

Additional Lex comment on Kwik Save, Page 21

**FT WEATHER GUIDE**

**Europe today**

A north-easterly flow will bring cool and moist conditions to western Europe. Afternoon temperatures in the UK will approach 10C while in the western parts of the continent maximums will be around 15C. Cloud and showers will occur in the British Isles and the Benelux, western Germany and most of France. Southern Scandinavia and western Russia will also have cloud and rain. There will be thunder showers over the Balkans. Eastern Europe will stay dry and warm with afternoon temperatures exceeding 20C. Sunshine will prevail over the eastern Mediterranean but a few thunder showers will occur in south-eastern Turkey.

**Five-day forecast**

There will be showers over the interior of the continent and western Russia. The British Isles will stay mainly dry with sunny spells during the weekend. Later in the week a disturbance will produce cloud and rain in north-western France, the Benelux and southern UK. South-eastern Europe will remain warm with plenty of sunshine until showers arrive at the beginning of next week.

**TODAY'S TEMPERATURES**

Moscow	sun	24	Paris	sun	18	Madrid	sun	17	Rangoon	sun	35
Beijing	sun	28	Cairo	sun	10	Melbourn	sun	18	Reykjavik	drizzle	7
Bombay	sun	36	Castellón	showers	23	Geneva	rain	14	Rio	sun	29
Berlin	sun	33	Chicago	cloudy	14	Gibraltar	rain	18	Rome	rain	20
Bogota	sun	14	Cologne	showers	17	Glasgow	rain	8	S. Francisco	sun	20
Buenos Aires	sun	19	Dallas	sun	22	Hamburg	rain	17	Seoul	sun	25
Bombay	sun	34	Detroit	sun	26	Helsinki	sun	16	Singapore	thund	31
Brussels	sun	15	Denver	sun	28	Hong Kong	showers	27	Sydney	rain	18
Budapest	sun	22	London	sun	35	Los Angeles	sun	23	Taipei	sun	33
Chengde	rain	14	Lyon	sun	9	Manila	sun	18	Tel Aviv	sun	22
Chongqing	sun	35	Moscow	sun	18	Montreal	sun	15	Tokyo	sun	23
Cairo	sun	20	New Delhi	sun	24	Mumbai	sun	25	Toronto	showers	11
Cape Town	showers	20	Edinburgh	cloudy	7	Osaka	sun	24	Vancouver	showers	16
						Perth	sun	24	Vienna	showers	18
						Prague	sun	24	Warsaw	sun	22
						Stockholm	sun	17	Washington	sun	25
						Taipei	sun	23	Wellington	sun	14
						Tokyo	sun	23	Winnipeg	sun	11
						Zurich	sun	16			

Station at 12 GMT. Temperatures minimum for day. Forecasts by Meteo Consult of the Netherlands

Warm front, Cold front, Wind speed in KPH

We wish you a pleasant flight.

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COMPANIES AND FINANCE: EUROPE

# Nestlé predicts return to profits growth this year

By Roderick Oram, Consumer Industries Editor

Nestlé, the world's largest food processor, forecast yesterday a return to profit growth this year after 1995's setback from adverse exchange rates and raw material price rises, particularly for coffee.

"For the current year, we expect sales growth to resume as well as a good increase in

our results," Mr Helmut Maucher, chairman and chief executive wrote in the annual report released yesterday.

Pre-tax profits fell from SFr5.07bn to SFr4.49bn (\$3.59bn). Analysts are forecasting they will rebound to about SFr5.5bn this year. An important factor will be restored margins and volumes from soluble coffee, which remains Nestlé's largest single source

of profits. The group trading margin slipped last year from 9.9 to 9.7 per cent, reflecting sharply higher coffee bean prices, which peaked at the start of the year. Despite this pressure, the European margin improved from 8 to 8.4 per cent due to a cut in restructuring costs.

The trading margin in North America was stable but it fell in South America, mainly because of Mexico's economic crisis, to give an overall decline of 0.5 of a percentage point to 10.5 per cent.

Mr Maucher said Nestlé had achieved its strategic goals in relatively new product areas such as mineral water and ice cream. Its spending on acquisitions fell to SFr1.62bn last year from SFr2.28bn a year earlier. The most important purchases last year were in ice

cream, notably Conlesa in Spain, some companies owned by Pacific Dunlop of Australia, Dolce in Egypt and Campina in the Netherlands. Despite the purchases, Nestlé remains a distant second to Unilever, the world's largest ice cream company, analysts said.

Overall, group capital spending last year edged ahead to SFr3.06bn from SFr3.03bn equal to 5.4 per cent of sales, up from 5.3 per cent a year earlier. Capital spending increased in Europe to increase capacity in breakfast cereals and mineral waters. The group continued to invest in eastern Europe but spending fell in north and south America.

Heavy restructuring and rationalisation over recent years were bearing fruit, Mr Maucher said.

Lex, Page 14

up from 5.3 per cent a year earlier. Capital spending increased in Europe to increase capacity in breakfast cereals and mineral waters. The group continued to invest in eastern Europe but spending fell in north and south America.

NEWS DIGEST

## Battle for Tampella takes fresh turn

The battle for control of Tampella, the Finnish engineering group, took a new turn yesterday when Rauma, another Finnish engineering company, bought a 14 per cent stake for Fm185m (\$38m). Rauma signalled it was willing to work with Sandvik, the Swedish tools and speciality steels group which last month bought a 26 per cent stake in Tampella from Kvaerner of Norway.

The Rauma move appeared to place a further obstacle in the path of Svedala, a Swedish mining and construction engineering equipment maker which launched a SKr1.85bn bid for Tampella shortly before the Sandvik purchase. Rauma and Tampella said they had agreed to co-operate on marketing and distribution for Tampella's rock drilling unit which is the chief focus of interest for both Svedala and Sandvik. Sandvik said it was ready to take up to a 40 per cent stake in Tampella, but was not interested in a full bid, which it is not forced to make under local takeover rules.

Erugh Carnegie, Stockholm

## Transocean close to merger

Transocean, the Norwegian shipping group, said yesterday it was in the final stages of talks on a possible merger and asked for its shares to be suspended.

Last week it said it had received a merger proposal from Sonat Offshore Drilling of Houston, and executives said talks had also taken place with other potential partners. Sonat Offshore Drilling offered 0.4004 of its shares and \$5.34 in cash per Transocean share. At last week's exchange rate, brokers valued the offer at about Nkr180 a share.

AFX News, Oslo

## LVMH sales flat in first term

LVMH Moët Hennessy Louis Vuitton said first-quarter sales were FF6.46bn (\$1.25bn), a rise of 0.06 per cent. At constant exchange rates, the rise was 4 per cent.

AFX News, Paris

## Valmet takes legal case charge

Valmet, the Finnish paper making machine manufacturer, said it would take a Fm1.0m (\$22.6m) extraordinary charge in its results for the four months to April, to supplement the Fm50m set aside in 1995 in connection with the legal proceedings between Valmet and the bankrupt Waersilä Marine Industries.

The group said the decision to increase the charge was made with consideration to the uncertainty and costs related to the drawn-out legal proceedings, as well as to the settlement proposals of the various parties.

AFX News, Helsinki

## CFF shares find no buyers

Shares in Crédit Foncier de France, the troubled French mortgage group, remained suspended yesterday. The shares had previously closed at FF62.96, but there were no offers at FF62.25, the lowest they could be priced according to stock exchange rules.

AFX News, Paris

## Gehe plans unchanged payout

Gehe, the German drug distributor, said it would ask shareholders to approve an unchanged dividend of DM10 per share at the annual meeting on June 12. New shares, from the capital increase in June last year, would receive a dividend payment of DM5 per share.

AFX News, Stuttgart

## France to offer 57% AGF stake

By Antonia Sharpe

The French government is to test the appetite of international investors for French privatisations by offering for sale its 56.9 per cent stake in Assurances Générales de France, the insurance group.

The FF10.8bn (\$2bn) offering, which is being arranged by Crédit Commercial de France and Société Générale, is expected to be announced either today or on Monday. CS First Boston and J.P. Morgan are set to be joint lead managers of the international tranche of the sale.

The difficult sales of Usinor Saeclor, the steel company, and Pechiney, the aluminium packaging company - and the poor share price performance of privatised companies - had severely eroded investor confidence in French privatisation by the end of last year.

In an attempt to restore that confidence, the government changed tactics and sold most of its remaining 5 per cent stake in Total, the oil group,

through its first "bought deal". The smooth execution of the FF3.1bn transaction, where banks used their own capital to buy the shares from the government before selling them on to investors at a slight discount to the market price - plus the resilience of Total's share price afterwards - has gone some way to achieving that goal.

In addition, the rise in Pechiney's share price since its privatisation last December has shown investors that it is possible to make money on French privatisations.

However, observers said the government would have to offer the AGF shares at an attractive discount to investors in order not to alienate them once again. AGF shares closed yesterday down FF1.80 yesterday at FF129.50.

The government aims to raise about FF220m from privatisations this year. Other candidates include GAN, another insurance company, Crédit Local, and possibly France Télécom.

## Son to succeed chairman at Danone

By David Owen in Paris

Danone, the French foods group, yesterday appointed Mr Franck Riboud chairman to succeed his father Antoine, one of the best-known figures in French business.

The appointment had been long expected - Franck was named number two to his 77-year-old father nearly two years ago. But the decision to leave a member of the Riboud family to lead Europe's largest biscuit-maker will still spark interest: the shares are widely held, with no individual or group owning a controlling interest.

Shares in the company, whose brands include Jacob's biscuits and Lea & Perrins sauces, rose sharply yesterday to FF800 - a gain of FF19, or 2.4 per cent - although analysts attributed this more to the strong results reported by other food groups than to Mr Riboud's appointment.

The shares had dropped sharply following Mr Riboud's appointment as vice-chairman and chief operating officer in August 1994, although this may have been due at least in part to the dip in first-half prof-



Best men for the job: Antoine (left) and Franck Riboud yesterday

its that the group reported at the same time.

In February, Danone reported a 39 per cent decline in full-year net profits to FF2.13bn (\$411m) from FF3.52bn, following a FF1.6bn exceptional charge.

## Omnitel plans L600bn network extension by end of year

By Andrew Hill in Milan

Omnitel Pronto Italia, Italy's second digital mobile phone company, said yesterday it planned to invest L400bn (\$83m) in 1996, extending its network to 60 per cent of the country and 85 per cent of the population by the end of the year.

Omnitel, which launched its full commercial service last December, recorded sales of L46bn last year, L30bn of which came from customers

and the sale of telephones. The group reported a net loss of L126bn for 1995. Mr Francesco Cato, Omnitel's chief executive, said the company was on course to break even in 1996 as laid out in its business plan, and that it was aiming for a total of 400,000 subscribers by the end of this year.

Telecom Italia Mobile, the state-controlled mobile phone operator, and Omnitel are locked in a fierce promotional and legal battle over what is one of Europe's fastest growing mobile

communications markets. TIM already has 600,000 clients for its digital network - with which Omnitel competes - and 3.56m clients for its analogue network, over which TIM has a monopoly.

Mr Cato yesterday declined to update last month's figure of 130,000 Omnitel clients, but he said: "Growth since then has been in line with expectations." The group took "enormous satisfaction" from the fact that more than 35 per cent of new digital

mobile phone customers chose Omnitel.

Last month, TIM, which is planning to invest L1,300bn in 1996, announced a series of new tariffs for its digital network. TIM is also using the Italian courts to check whether Omnitel met the conditions on territorial coverage which obliged TIM to open its network to Omnitel clients this year.

Competition in the Italian mobile phone sector is likely to intensify in the next few years. Earlier this week,

Mediaset, the media group controlled by Mr Silvio Berlusconi, and Alitalia, the airline, announced a joint venture with Banca Nazionale del Lavoro, linked up with the intention of competing for a third mobile telephony licence in the next two years. Analysts believe there is room for at least three operators on the Italian market.

Omnitel is not listed. It is 41 per cent owned by Olivetti, the computer group diversifying into telecoms.

**L'ORÉAL**

- One bonus share for every ten held
- Dividend excluding tax credit: FF 13.30, up 9 %

GROWTH IN L'ORÉAL'S CONSOLIDATED RESULTS		
(in FF millions)	1995	in % compared with 1994
Consolidated sales	53,371 MF	+12.1 %
Profit before taxation, employee profit-sharing and capital gains and losses	5,886 MF	+10 %
Net profit before capital gains and losses, after minority interests	3,381 MF	+8.3 %

L'ORÉAL's structure grew in 1995, primarily as a result of the consolidation of the North American agents, Cosmair Inc. U.S.A., and Cosmair Canada Inc., L'Oréal's Swiss subsidiary (Switzerland) and 49 % of Procas (Spain) over the full year. In addition, new subsidiaries were set up in Asia.

L'ORÉAL's consolidated sales stood at FF 53,371 million, posting growth of 12.1 % on 1994's published figures. Excluding the impact of exchange rates, consolidated sales would have increased 16 %. On a comparable basis, i.e. using an identical structure and exchange rates, growth was 6.4 %.

Profit before taxation and employee shareholding rose by 10 % to FF 5,886 million, compared with FF 5,352 million in 1994. It is thus the eleventh consecutive year that L'ORÉAL has recorded "double digit" growth in its profits. As a result of the increase in corporate taxation and in the portion paid to minority

interests, net profit before capital gains and losses and after minority interests stood at FF 3,381 million, up 8.3 %. Earnings per share and investment certificate increased by 8.3 % to FF 55.01 compared with FF 50.78 in 1994.

L'ORÉAL's Board of Directors has decided to allot one bonus share for every ten shares already held. These shares will be cum-dividend as of 1 January 1996, and will be allocated from 1 July 1996. At the Annual General Meeting to be held on Thursday 23 May 1996, the Board of Directors will propose a dividend of FF 13.30 excluding tax credit, with a total dividend value of FF 19.95, an increase of 9 %.

Mr. Lindsay OWEN-JONES, Chairman and Chief Executive of L'ORÉAL, met with financial analysts, international investors and specialist journalists on 17 April 1996 to present and comment on all of these results.

**BOSTON ARGENTINE INVESTMENT FUND, SICAV**  
Société d'Investissement à Capital Variable  
Registered office: 69, route d'Esch, L-1470 Luxembourg R.C. Luxembourg B 39809

**NOTICE OF MEETING**

Since no quorum as required by law was present at the extraordinary shareholders' meeting of April 24, 1996, notice is hereby given to the Shareholders of BOSTON ARGENTINE INVESTMENT FUND, SICAV (the "Company") that the SECOND extraordinary shareholders' meeting will be held before notary on June 6, 1996 at 12.00 a.m. local time at the registered office with the following agenda:

**AGENDA**

Approval of the merger by absorption of the Company by BOSTON INTERNATIONAL FUND I, SICAV (formerly BOSTON EUROPEAN BOND FUND, SICAV) together with BOSTON EQUITY INVESTMENT FUND, SICAV, BOSTON INCOME INVESTMENT FUND, SICAV, BOSTON INTERNATIONAL EQUITY INVESTMENT FUND, SICAV, BOSTON U.S. GOVERNMENT INCOME FUND, SICAV, BOSTON PACIFIC GROWTH INVESTMENT FUND, SICAV, BOSTON GLOBAL CAPITAL APPRECIATION FUND, SICAV, BOSTON STRATEGIC INCOME FUND, SICAV, all Luxembourg sociétés d'investissement à capital variable with registered office at 69, route d'Esch, L-1470 Luxembourg,

and upon hearing:

- (1) the report of the Board of Directors in relation to the merger proposal (the "Merger Proposal");
- (2) the audit report prescribed by article 265 of the Luxembourg law on commercial companies and prepared by Coopers & Lybrand, 18, rue Eugène Ruppert, L-2453 Luxembourg;

subject to the approval of the Merger Proposal by the Shareholders of BOSTON EQUITY INVESTMENT FUND, SICAV, BOSTON INCOME INVESTMENT FUND, SICAV, BOSTON INTERNATIONAL EQUITY INVESTMENT FUND, SICAV, BOSTON U.S. GOVERNMENT INCOME FUND, SICAV, BOSTON PACIFIC GROWTH INVESTMENT FUND, SICAV, BOSTON GLOBAL CAPITAL APPRECIATION FUND, SICAV, BOSTON STRATEGIC INCOME FUND, SICAV and BOSTON INTERNATIONAL FUND I, SICAV in their respective Extraordinary Shareholders' Meeting:

- (i) to state the accomplishment of the formalities prescribed by article 267 of the law on commercial companies;
- (ii) to approve and ratify the Merger Proposal published in the Memorial, Recueil Spécial des Sociétés et Associations;
- (iii) to accept the issue of shares of BOSTON INTERNATIONAL FUND I, SICAV in the new compartments as follows:
  - BOSTON INTERNATIONAL FUND I - ARGENTINE INVESTMENT, in exchange for the contribution of all assets and liabilities of BOSTON ARGENTINE INVESTMENT FUND, SICAV in the proportion of 1 new Class B share of BOSTON INTERNATIONAL FUND I - ARGENTINE INVESTMENT for each cancelled Class B share of BOSTON ARGENTINE INVESTMENT FUND, SICAV;
  - BOSTON INTERNATIONAL FUND I - EQUITY INVESTMENT in exchange for the contribution of all assets and liabilities of BOSTON EQUITY INVESTMENT FUND, SICAV in the proportion of 1 new Class B share of BOSTON INTERNATIONAL FUND I - EQUITY INVESTMENT for each cancelled Class B share of BOSTON EQUITY INVESTMENT FUND, SICAV;
  - BOSTON INTERNATIONAL FUND I - INCOME INVESTMENT in exchange for the contribution of all assets and liabilities of BOSTON INCOME INVESTMENT FUND, SICAV in the proportion of 1 new Class B share of BOSTON INTERNATIONAL FUND I - INCOME INVESTMENT for each cancelled Class B share of BOSTON INCOME INVESTMENT FUND, SICAV;
  - BOSTON INTERNATIONAL FUND I - INTERNATIONAL EQUITY INVESTMENT in exchange for the contribution of all assets and liabilities of BOSTON INTERNATIONAL EQUITY INVESTMENT FUND, SICAV in the proportion of 1 new Class B share of BOSTON INTERNATIONAL FUND I - INTERNATIONAL EQUITY INVESTMENT for each cancelled Class B share of BOSTON INTERNATIONAL EQUITY INVESTMENT FUND, SICAV;
  - BOSTON INTERNATIONAL FUND I - U.S. GOVERNMENT INCOME in exchange for the contribution of all assets and liabilities of BOSTON U.S. GOVERNMENT INCOME FUND, SICAV in the proportion of 1 new Class B share of BOSTON INTERNATIONAL FUND I - U.S. GOVERNMENT INCOME for each cancelled Class B share of BOSTON U.S. GOVERNMENT INCOME FUND, SICAV;
  - BOSTON INTERNATIONAL FUND I - PACIFIC GROWTH INVESTMENT in exchange for the contribution of all assets and liabilities of PACIFIC GROWTH INVESTMENT FUND, SICAV in the proportion of 1 new Class B share of BOSTON INTERNATIONAL FUND I - PACIFIC GROWTH INVESTMENT for each cancelled Class B share of BOSTON PACIFIC GROWTH INVESTMENT FUND, SICAV;
  - BOSTON INTERNATIONAL FUND I - GLOBAL CAPITAL APPRECIATION in exchange for the contribution of all assets and liabilities of BOSTON GLOBAL CAPITAL APPRECIATION FUND, SICAV in the proportion of 1 new Class B share of BOSTON INTERNATIONAL FUND I - GLOBAL CAPITAL APPRECIATION for each cancelled Class B share of BOSTON GLOBAL CAPITAL APPRECIATION FUND, SICAV;
  - BOSTON INTERNATIONAL FUND I - STRATEGIC INCOME in exchange for the contribution of all assets and liabilities of BOSTON STRATEGIC INCOME FUND, SICAV in the proportion of 1 new Class B share of BOSTON INTERNATIONAL FUND I - STRATEGIC INCOME for each cancelled Class B share of BOSTON STRATEGIC INCOME FUND, SICAV;

There will be no quorum requirement and the resolutions will be passed by a majority of 2/3 of the shareholders present or represented and voting at the meeting. Each share is entitled to one vote.

The Shareholders on record at the date of the meeting are entitled to vote or give proxies.

Proxies should arrive at the registered office of the Company at least 48 hours before the meeting.

The following documents are at the Shareholders' disposal for examination at the registered office of the SICAV (copies may be obtained without cost):

- the Merger Proposal;
- the three last annual financial reports with management reports of BOSTON ARGENTINE INVESTMENT FUND, SICAV, BOSTON EQUITY INVESTMENT FUND, SICAV, BOSTON INCOME INVESTMENT FUND, SICAV, BOSTON INTERNATIONAL EQUITY INVESTMENT FUND, SICAV, BOSTON U.S. GOVERNMENT INCOME FUND, SICAV, BOSTON PACIFIC GROWTH INVESTMENT FUND, SICAV, BOSTON GLOBAL CAPITAL APPRECIATION FUND, SICAV;
- the reports of the Board of Directors of BOSTON ARGENTINE INVESTMENT FUND, SICAV, BOSTON EQUITY INVESTMENT FUND, SICAV, BOSTON INCOME INVESTMENT FUND, SICAV, BOSTON INTERNATIONAL EQUITY INVESTMENT FUND, SICAV, BOSTON U.S. GOVERNMENT INCOME FUND, SICAV, BOSTON PACIFIC GROWTH INVESTMENT FUND, SICAV, BOSTON GLOBAL CAPITAL APPRECIATION FUND, SICAV, BOSTON STRATEGIC INCOME FUND, SICAV on the Merger Proposal;
- the report of the independent auditor, Coopers & Lybrand, with respect to the Merger Proposal.

By order of the Board of Directors

The Financial Times plans to publish a Survey on

# Uruguay

on Friday, May 24.

The survey will look at the country's economy, Mercosur, pensions reform, banking, politics and more.

For more information on advertising opportunities in this survey, please contact:

Penny Scott in New York:  
Tel: (212) 688-6900 Fax: (212) 688-8229

Raul Fontana in Uruguay:  
Tel: (5982) 403-811 Fax: (5982) 498-762

FT Surveys

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COMPANIES AND FINANCE: EUROPE

# Alusuisse-Lonza to buy Wheaton of US for \$400m

By Christopher Brown-Humes in London

Alusuisse-Lonza, the Swiss aluminium, packaging and chemicals group, is set to become the world's biggest supplier of packaging to the pharmaceutical industry after agreeing yesterday to buy Wheaton of the US for more than \$400m.

The move continues the rapid expansion of Alusuisse's pharmaceutical packaging activities since its purchase of Canada-based Lawson Madison in 1994.

Alusuisse said the acquisition would more than double its share of the global pharmaceutical packaging market - from 3 per cent to about 6.5 per cent - while creating valuable synergies with existing operations.

It would also broaden the group's product range because of the private-owned Wheaton's strong position in glass and plastics packaging. These would complement Alusuisse's pharmaceutical packaging activities, which are based on folding carton board and so-called "clean-room" products, such as blister packs. A substantial part of the group's chemicals operations is pharmaceutical-linked.

Mr Theodor Tschopp, Alusuisse chief executive, said the acquisition represented "a significant step in our long-term strategy to expand our packaging activities in the pharmaceutical and personal care markets". He said the purchase, to be funded from Alusuisse's cash and credit lines, would be earnings neutral in the first year, but would add to earnings thereafter. The purchase price represents the total consideration for Wheaton, including an undisclosed amount of debt.

The group has announced several smaller acquisitions in pharmaceutical packaging, including the still-to-be-finalised purchase of Mebane Packaging, a leading folding carton supplier to the US pharmaceutical industry, for \$92m. Including Wheaton, pharmaceutical packaging will now contribute about \$770m (\$560m) of Alusuisse's annual packaging turnover of \$1.5bn. The group also has food, cosmetics and tobacco packaging activities.

Wheaton, based in Millville, New Jersey, employs nearly 6,000 people at more than 40 sites in the US, France, Mexico, Puerto Rico, Brazil and China. The group had 1995 turnover of \$450m.

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NEWS DIGEST

## Degussa up despite decline in sales

Degussa, the German metals and chemicals group, said pre-tax profit rose 2 per cent, from DM183m to DM185m (€121m), in the first six months to March. The increase in earnings came despite a 5 per cent decline in sales, from DM7.5bn to DM6.9bn. Without including trade in precious metals, sales were down 7 per cent, the company said, although it did not provide details.

For the full year, Degussa said it expected a good result. Pre-tax profit in the first six months was boosted by pleasing progress from the group's foreign units. It cited North America and Europe as particularly positive, offsetting the effect of the weak German market.

At its domestic parent company, pre-tax profit fell 7 per cent, from DM72m to DM67m. Sales from domestic activities fell 8 per cent to DM1.7bn, while sales from foreign activities were 5 per cent lower at DM5.5bn.

At its chemicals division, sales fell 4 per cent to DM2.5bn. Sales from the metals division fell 8 per cent to DM3.5bn, while sales at the precious metals trading division were unchanged at DM1.6bn. The pharmaceuticals division posted sales fell 1 per cent to DM1.07bn.

AFP News, Frankfurt

## Elan earnings advance 35%

Elan Corporation, the Irish pharmaceuticals company, increased annual net profits 35 per cent from IE1.58m, or IE1.17 a share, to IE2.44m (€37.6m), or IE1.51. Turnover rose from IE118.9m to IE141.7m. Elan specialises in improving the way drugs are delivered by, for example, making slow release versions of popular medicines. Fourth-quarter product sales, including sales from contract manufacturing activities and products the company markets directly, rose 83 per cent to IE26.7m.

Royalties and fees in the fourth quarter increased 17 per cent, from IE12.7m to IE14.8m. The company said it expected its planned merger with Athena Neurosciences, the US biotechnology company, to be completed by June 30. Elan announced the merger in March. Under the terms of the agreement, Athena will become a wholly owned unit of Elan.

Daniel Green

## Von Roll in armaments buy

Von Roll, the Swiss engineering group, will acquire a majority stake in Schweizerische Unternehmung für Waffensysteme, an armaments company owned by the defence ministry. The government has approved the deal, which will result in the creation, planned for the end of 1996, of a joint venture called Von Roll Beteac.

The joint venture will result in the loss of 60 jobs and is expected to post SF90m (€64m) a year in sales. Von Roll said, without disclosing financial details of the deal.

AFX News, Bern

## Escom cuts 120 jobs as production ends at HQ

By Michael Lindemann in Bonn

Escom, the troubled German computer maker and retailer, yesterday said it would stop production at its German headquarters in Heppenheim - a further step in its efforts to restructure following net losses last year of DM125m (€81.5m).

The company said it would use other production sites in the Netherlands and the Czech Republic to assemble computers, and would also use outside suppliers to survive in a business where the prices for components such as processors were extremely volatile.

Closing the site in Heppenheim, which will involve the loss of about 120 jobs, is a further setback for the German computer group, which said yesterday that it would now concentrate on its retail activities, the core of its business.

Last month the company called back Mr Helmut Jost, a former management board member, to take over as chief executive.

As a first step, Mr Jost sold Amiga Technologies, an ill-fated subsidiary which was developing set-top boxes for interactive television, and was one of a number of businesses into which Mr Manfred Schmitt, the founder and former chief executive, took the group. Mr Schmitt still holds a 74 per cent stake in the company.

Escom could not say how much it would save by closing production in Heppenheim, adding only that it was working on a "comprehensive restructuring programme".

This suggests that it may withdraw from a number of other activities.

## Dutch chemicals group falls 40% in first period

By David Brown in Amsterdam

DSM, the Dutch chemicals group, saw its first-quarter net profit slump to F1 205m (€119.5m) from the F1 356m during the same period a year earlier. The group nevertheless reiterated an earlier forecast that 1996 would be "a good year" overall.

DSM said the decline in the year-on-year net figure was caused by lower margins for hydrocarbons, polymers and acrylonitrile, which better earnings in fertilisers, caprolactam, melamine and resins could not offset.

The company stressed that the earnings trend had since been reversed.

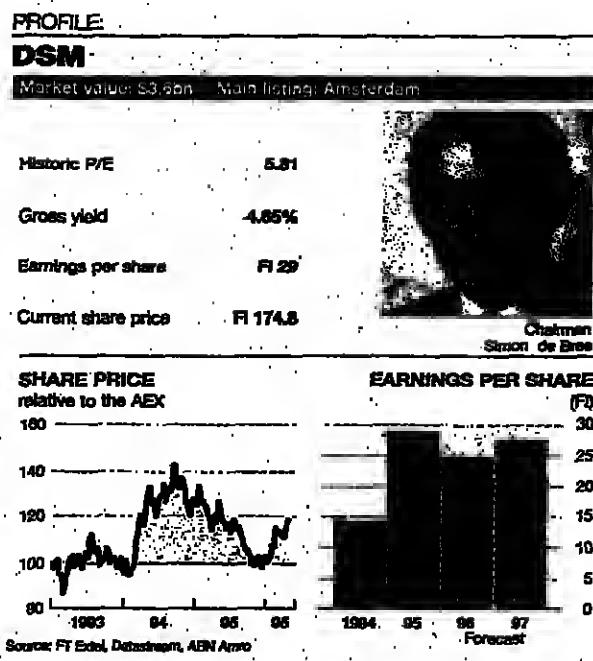
The first-quarter result is F161m up on the fourth quarter of last year, and there has been an upturn in the previously weak market for polymers.

DSM said a further improvement in polymer prices was expected in the second quarter, reflecting a healthier balance between supply and demand. The markets for its other main products would remain roughly unchanged.

However, DSM said it had been forced to extend the scheduled six-week maintenance shutdown of a steam cracker by several weeks. The extension, which began in March, would depress second-quarter results.

The group reported overall turnover of F1 2.6bn for the first quarter, which represents a decrease on 4 per cent on the F1 2.7bn achieved a year earlier. This was caused by a 6 per cent drop in average sales prices which higher volumes, especially in polyethylene, caprolactam, melamine and fine chemicals, only partially offset.

The group said its operating result declined from the F1 502m achieved in the year-earlier period to F1 294m. Capital expenditures increased from F1 96m to F1 540m, mainly as a result of DSM's acquisition of Chemie Linz, a fine chemicals concern in Austria, and Nitriflex, an elastomers operation in Brazil.



## North Sea Ferries seeks closer ties with P&O

By David Brown in Amsterdam and Geoff Dyer in London

North Sea Ferries, the joint venture between the UK's P&O and Nedlloyd of the Netherlands, is seeking to intensify its co-operation with its UK part-owner in response to growing competition from cross-channel operators on the Dover-Calais route.

Mr Peter van den Brandhof, North Sea Ferries' managing director, said one option might involve a sale by Nedlloyd of its 50 per cent share in the company to P&O - given that competition between the two owners' road transport operations might otherwise block the achievement of full synergies. However, he added that this was only one of several possibilities.

Nedlloyd yesterday confirmed that a sale of this shareholding was one of several options under review.

The Rotterdam-based transport group, which has no ferry operations of its own, has been under severe competitive pressure. It recently sold its Nedlloyd offshore drilling subsidiary to Noble Drilling Corporation in a \$300m cash deal that formed part of its ongoing drive to concentrate on core activities.

It is understood Nedlloyd has discussed the sale of its stake with P&O, but that no detailed talks have taken place. P&O refused to comment on its relationship with Nedlloyd.

Mr van den Brandhof said NSF and P&O had discussed plans to co-operate on the design of information systems and the joint purchasing of fuel, foodstocks and duty free items.

NSF, a 30 year-old joint venture, sails 10 ships and operates a combined passenger/freight service between Hull in the UK and Europort and Zeebrugge in the Benelux. It also operates freight services linking the Benelux with Teesport. Overall, it carries 1m passengers and 350,000 freight units each year.

P&O is soon to approach the UK government with a proposal that it be allowed to open merger discussions with rivals on the cross-channel ferry market in light of the fierce competition prompted by Eurotunnel.

NSF has responded to the Eurotunnel threat by widening its offerings. Its traditional all-inclusive fare concept, combining passage with meals, has been complemented by a modular approach involving passage alone. The company says it was able to increase passengers carried by 13 per cent in the first quarter as a result.

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# FINANCING TELECOMS WORLDWIDE

<p><b>GREECE</b> Government of Greece</p> <p>US\$530 million Privatisation of OTE and international equity issue</p> <p>Joint International Lead Manager</p>	<p><b>UNITED KINGDOM</b> <b>ONE 2 ONE</b> MERCURY</p> <p>£600 million Senior debt facility</p> <p>Arranger</p>	<p><b>HONG KONG</b> Orient Telecom</p> <p>HK\$4.3 billion Acquisition of a 25% stake in Telecom Asia</p> <p>Adviser</p>
<p><b>HONG KONG</b> CETIC Telecommunications (Holdings) Ltd.</p> <p>HK\$2.8 billion Syndicated term loan</p> <p>Arranger</p>	<p><b>SPAIN</b> Telefónica de España</p> <p>US\$1.3 billion International equity issue</p> <p>Bookrunner (RoW) Co-lead Manager (UK)</p>	<p><b>THAILAND</b> STC Submarine Systems</p> <p>US\$180 million Project financing</p> <p>Adviser</p>
<p><b>CHINA</b> China Telecommunications Authorities</p> <p>US\$268 million Export financing</p> <p>Arranger</p>	<p><b>ASIA</b> APT Satellite</p> <p>US\$130 million Satellite financing</p> <p>Arranger</p>	<p><b>UNITED KINGDOM</b> Orange plc</p> <p>£766 million Initial public offering</p> <p>Co-lead Manager (RoW) Co-Manager (UK)</p>
<p><b>RUSSIA</b> Cotostar</p> <p>US\$65 million ECGD-backed buyer credit</p> <p>Arranger</p>	<p><b>INDONESIA</b> Palapa B Satellite</p> <p>US\$120 million Satellite financing</p> <p>Arranger</p>	<p><b>SWEDEN</b> Nordic Tel Holdings AB</p> <p>Skr 700 million Cumulative preferred shares 2002</p> <p>Arranger and Adviser</p>

Highly rated telecoms research and financing expertise, delivering telecoms transactions worldwide. For more information, contact Sarah Philbrick in London on +(44) 171 260 9652 or Calum McKinlay in Hong Kong on +(852) 2841 8449.

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### Daewoo Telecom Ltd.

(Incorporated in the Republic of Korea with limited liability)  
Notice of Bondholders' Additional Option to Redeem Bonds on 18th June, 1998

Right to Revoke Notices of Redemption  
To the Holders of the Company's  
U.S. \$50,000,000  
3 1/4 per cent Convertible Bonds due 2006  
(the "Bonds")  
(Redeemable at the option of the Bondholders in 1996)

NOTICE IS HEREBY GIVEN that Daewoo Telecom Ltd. (the "Company") has, pursuant to Condition 12(b) of the Bonds and with the agreement of Bankers Trust Company Limited, the Trustee for the Bondholders (the "Trustee"), amended the Terms and Conditions of the Bonds by a Supplemental Trust Deed dated 24th April, 1996 and entered into by the Company and the Trustee. The Company and the Trustee have amended the Terms and Conditions of the Bonds to (i) provide for an additional put option exercisable (on 18th June, 1998 at the price referred to below plus accrued interest) (ii) allow those Bondholders who have exercised their option to redeem Bonds on 18th June, 1996 to revoke such exercise on or prior to 13th June, 1996 in the manner described below and (iii) allow the Company to purchase, at its option, such Bonds that are being requested to be redeemed by the Bondholders pursuant to their option to redeem Bonds.

The price at which the 1998 put option will be exercisable will be calculated by the Company to accordance with the following formula:

$$P2 = (1 + \frac{r}{100})^n \times (P1 + (C \times \frac{186}{360}) - \frac{C}{100}) - SC$$

Where:

P2 = 1998 Put Price (expressed as a percentage of principal amount of the Bonds and rounded off to three decimal places).  
P1 = 1996 Put Price (126.32 per cent of the principal amount of the Bonds).  
C = Full Coupon.  
n = The number of days from the 1996 Put Date (18th June, 1996) to the next Coupon date.

SC = Short Coupon to be paid on the 1998 Put Date (on 18th June, 1998).  
(y + a) to be calculated on a 360 day year basis as described in Rule 251.1 and Rule 803.1 of the Rules and Regulations of the International Securities Market Association (or any successor or successor thereof) and expressed as a percentage.

r = Spread of 0.85 per cent.  
Y = Yield on the Reference 2 year U.S. Dollar LIBOR swap rate.

The Yield on the Reference 2 year U.S. Dollar LIBOR swap rate for the purposes of y above, will be determined by Daewoo Securities Co. Ltd. on the following basis:

(a) The "Yield" will be the offered 2 year U.S. Dollar LIBOR swap rate which appears on the display designated "GOTX" on the Reuters monitor (or such other page or service as may replace it for the purpose of displaying the offered yield on such Reference 2 year U.S. Dollar LIBOR swap rate) for the first quotation as the Reference 2 year U.S. Dollar LIBOR swap rate occurring on or after 10:00 a.m. (Hong Kong time) on the Determination Date.

(b) "Determination Date" means 13th June, 1996.

The Company has also agreed that once Daewoo Securities Co. Ltd. has calculated the percentage of principal amount at which Bonds will be redeemed on 18th June, 1998 in accordance with the formula set out in Condition 7(d) of the Bonds, the Company will give notice to Bondholders of such percentage in accordance with Condition 14 of the Bonds as soon as reasonably possible after 13th June, 1996 but in any event, not later than the fifth London business day thereafter.

Bondholders who have exercised their option to have Bonds redeemed on 18th June, 1996 and who wish to revoke such exercise may do so by delivering written notification to the Paying Agent, with whom the relevant notice of redemption and sale was deposited, at any time no later than 5:00 p.m. (local time of the city where the relevant Paying Agent is located) (or the place of the specified office, as set out below, of the relevant Paying Agent) on 13th June, 1996.

The Company will be unable to redeem Bonds at its option prior to 1st January, 1999, unless the Closing Price of the Shares for each of 20 consecutive trading days, the last of which occurs not more than 30 days prior to the date upon which notice of such redemption is published, is greater than both (i) 140 per cent of the Conversion Price in effect on such trading day, and (ii) the percentage of the Conversion Price to effect on such trading day that is the same as the 1998 Put Price (as defined in Condition 7(d)) percentage of the principal amount of the Bonds.

The term "Closing Price" for any trading day means the last selling price or, if on sale takes place on such day, the closing bid or offered price to either case as reported by the Korea Stock Exchange for such day or, if the Shares are not listed or admitted to trading on the Korea Stock Exchange, the average of the closing bid and offered prices of the Shares for such day as furnished by an independent member firm of the Korea Stock Exchange selected from time to time by the Company for the purpose and approved by the Trustee. If there shall occur an event giving rise to a change in the Conversion Price during any such 20 trading day period, appropriate adjustments for the relevant days approved by the Trustee shall be made for the purpose of calculating the Closing Price for such days.

The term "trading day" means a day when the Korea Stock Exchange is open for business. If no price is afforded as reported on the Korea Stock Exchange (or furnished by a member firm as aforesaid) for one or more consecutive trading days, such day or days will be disregarded in the relevant calculation and will be deemed not to have occurred when ascertaining such 20 trading day period.

It is for Bondholders to decide whether the 1998 Put Price adequately compensates them for deciding not to exercise their option to require the Company to redeem, or at the option of the Company, purchase all or some only of the Bonds held by them on the 1998 Put Date.

All Bondholders contemplating taking any action in respect of the matters contained in this notice should seek independent advice as to their own position and, if in any doubt, should also seek independent financial advice.

Copies of the Supplemental Trust Deed which implements the above amendments are available at the specified offices of each of the Paying Agents set out below.

<p><b>Bankers Trust Company</b> 1 Appold Street Bridgetown Barbados, BZCJA ZHE</p>	<p><b>Paying Agents</b> Bankers Trust Luxembourg S.A. P.O. Box 877 14 Boulevard F.D. Roosevelt L-2450 Luxembourg</p>	<p><b>Swiss Bank Corporation</b> 1 Aachenstrasse CH-4002 Bank Zurich</p>
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Daewoo Telecom Ltd.  
2nd May, 1996



COMPANIES AND FINANCE: ASIA-PACIFIC

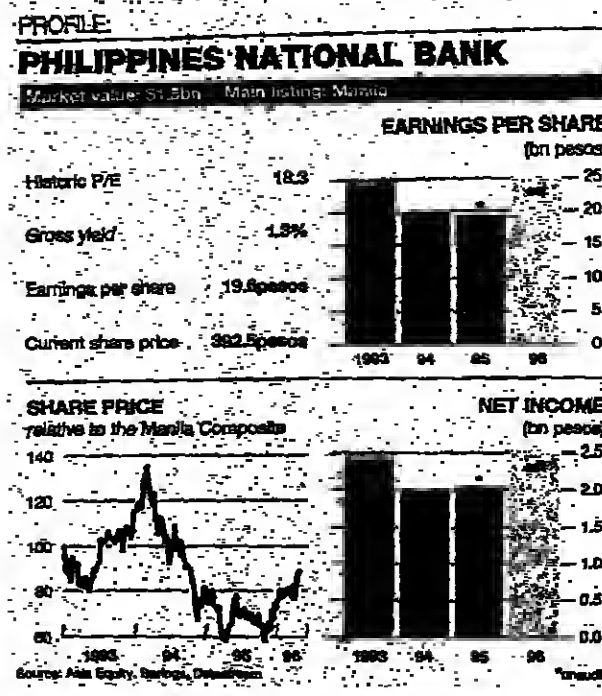
PNB on brink of a cultural revolution

The Philippines' second-largest bank sees move to private status as an opportunity, writes Edward Luce

The Philippine National Bank's sarcophagus-like headquarters in Manila symbolises for many the enormity of the task confronting the management of the recently-privatised bank.

view the ownership change as an opportunity rather than a problem. Freed from the often arcane regulations of government ownership, PNB will after June be able to purchase new computer equipment without having to wade through red tape for permission from the National Computer Board.

With majority ownership in private hands, PNB will be able to take advantage of freedom of manoeuvre to invest in the banking industry's fastest growing sectors notably consumer lending and credit card services.



PNB is in a good position to exploit the 30 per cent per annum growth in the Philippine banking sector," says Mr Alex Pomeroy, chief researcher at ING Barings in Manila.

will also retain a large slice of the municipal lending market, and will benefit from its close institutional relationship with government departments.

S Korean securities firms fall into the red

South Korea's 33 securities firms posted a combined pre-tax net loss of Won590bn (\$758m) in the year to March 31, against a pre-tax profit of Won769.8bn a year ago, the Securities Supervisory Board said yesterday.

A report from the securities watchdog said the sluggish performance was mainly due to big losses on the book values of their shareholdings in the wake of the bearish stock market trends during the period.

Transformation of an Indian banking traditionalist

After a somewhat lacklustre early history, the Bank of Rajasthan (BoR) is now outstripping its competitors: last year, it saw deposits grow by one-third.

exposure to a single client had to be less than Rs50m. According to the Indian Banking Regulation Act, a bank cannot lend more than 25 per cent of its net worth (capital plus reserve) to a single client," he says.

has its roots in Rajasthan, we are looking at the Marwari enterprises as our niche market," says Mr Chordia.

cost of raising funds and the income from lending (of 4.11 per cent is among the best in the industry. The Indian banks in general have a low capital adequacy ratio. This has forced the Reserve Bank of India, the central bank, to stipulate that by 1996 the banks must have a minimum ratio of 8 per cent.

NEWS DIGEST

Macquarie Bank plans July debut

Macquarie Bank, Australia's only substantial investment bank, announced yesterday that it expected to make its stock market debut in July or August this year.

Fertilisers group ahead

Nagarjuna Fertilisers, the Indian chemicals group, reported net profit up 14.6 per cent to Rs2.21bn (\$68.87m) in the year to March 31.

CESC shows 28% profits gain

CESC, the utility with exclusive right to produce power for distribution in Calcutta, increased its net profits by 28 per cent to Rs977m (\$26.95m) in the year to March 31, on sales up 21.56 per cent to Rs11.16bn.

Resources arm for RMB

South Africa's Rand Merchant Bank yesterday announced the launch of a new mineral resources arm to be known as RMB Resources.

BOSTON PACIFIC GROWTH INVESTMENT FUND, SICAV. NOTICE OF MEETING. AGENDA. Includes details of shareholder meetings and fund performance.

BOSTON GLOBAL CAPITAL APPRECIATION FUND, SICAV. NOTICE OF MEETING. AGENDA. Includes details of shareholder meetings and fund performance.

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COMPANIES AND FINANCE: THE AMERICAS

Amexco to issue credit cards through banks

By Richard Waters in New York

American Express yesterday announced its intention to issue charge and credit cards through banks in the US, a move which will bring to a head a long-stemmed dispute with Visa, another leading payments brand.

The payment organisation had proposed a similar by-law in Europe, a move which provoked an official complaint from American Express. Yesterday Visa said it was no longer proposing an extension of the rule to Europe.

Mr Harvey Golub, American Express chairman, yesterday took the battle to the US, the rival card groups' home turf. At a speech at a card industry conference in Atlanta, he issued a direct invitation to bank executives to start issuing his group's cards.

card products. Visa added: "Quite frankly, they are a late-comer to the revolving credit [card] market. It's only lately they got religion because they were losing market share."



Harvey Golub, Amexco chief. 'The issue is freedom of choice'

considered when Visa's directors held their next meeting in June.

big success stories of the US payments industry in the early 1990s, recently fought an unsuccessful legal battle to be allowed to issue Visa cards.

YPF's tax bill offsets boost from oil prices

By David Pilling in Buenos Aires

Higher crude oil prices and volumes helped YPF, the Argentine hydrocarbons group, raise operating income to \$292m, a 32 per cent rise from the same period last year.

YPF, Argentina's largest company, paid \$41m in domestic income tax, in its first such bill since the expiration of tax incentives associated with its 1993 privatisation.

Mr Nels Le6n, YPF president, said loss-making Marxas would reach break-even point by the end of next year. The purchase of Marxas has depressed YPF's share price because of the negative reaction of analysts.

Mr Daniel Tassan-Din, head of research at ING Barings in Buenos Aires, said YPF's goal of eliminating losses at Marxas depended on the successful conclusion of a joint venture in the Texas panhandle, where the company has gas reserves.

Mr Le6n said YPF had decided not to sell Marxas's oil fields in Indonesia. Mr Tassan-Din said YPF had struggled to find a buyer because of debts accrued by the Indonesian unit and the need for approval of the sale from Indonesia's parliament.

NEWS DIGEST

News Corp states tax compliance

News Corporation, the media and entertainment group headed by Rupert Murdoch, said yesterday that it "has fully complied with its obligations under all tax laws to which it is subject".

The statement said News Corp "is advised, and its tax returns reviewed by independent tax experts in every jurisdiction in which it files returns, and its tax returns are subject to review in every country in which the returns are filed".

The Financial Times investigation into News Corp revealed questionable tax planning and embarrassing management failures. Details have emerged of the tax avoidance structure operated at News Datacom, a News Corp subsidiary involved in the supply of smart cards to BSkyB and other TV groups.

News Corp stated yesterday that its "Israeli subsidiary, since its inception, has had accumulated losses and, as a consequence, has not incurred income tax liability in Israel".

CanPac to sell property

Canadian Pacific expects to begin selling commercial properties worth \$3bn (US\$700m) across Canada later this year, according to Mr David O'Brien, president. "We plan to exit real estate largely and we have several shopping centres and office buildings on offer now," he told the annual meeting in Vancouver.

Gruma, the parent company for Grupo Industrial Maseca, a leading Mexican food company, was in talks with Archer-Daniels-Midland and other foreign companies to sell a stake believed to be valued at US\$200m, the company said.

Mr Javier Velez, Maseca's corporate director of finances and planning, said Gruma was considering a sale to reinforce its long-term equity base. However, such an expansion was not necessary in the case of Maseca, which reported record sales for the first quarter of 1996, in spite of the recession that has hit other parts of the food industry.

Gulf Canada moves into profit. Gulf Canada, a former Reichmann holding now controlled by Texan oilman Mr James P. Bryan, earned C\$19m or 4 cents a share in the first quarter, against a loss of C\$15m or 30 cents a share a year earlier, on revenues of C\$195m against C\$167m.

3M sticks to sales growth. 3M, the Minnesota-based adhesives manufacturer, said net income dipped to \$362m or 57 cents a share in the first quarter, from \$570m or 90 cents a share for the same period in the previous year. Worldwide sales rose to \$3.46bn from 3.36bn a year ago.

CBS buy hurts Westinghouse

By Richard Waters

Westinghouse Electric suffered an after-tax loss, before one-off items, of \$126m in the first three months of the year, reflecting continuing efforts by the broad-based US conglomerate to transform itself into a media-centred company.

future. Westinghouse has sold businesses to pay off \$3.5bn of the debt related to the CBS acquisition, helping to reduce its future interest costs. Serving the debt and amortising the goodwill from the CBS acquisition cost \$90m after tax in the first quarter.

increased demand in power generation", Mr Jordan said. Westinghouse's latest results reflect other aspects of its extensive restructuring. The group recorded an after-tax gain of \$12m from the sale of businesses, and a \$657m charge to cover a number of one-off items.

Menu change at McDonald's

By Richard Tomkins in New York

McDonald's, the world's largest fast food chain, is planning to make its most important menu change in 15 years with the US launch next week of a new type of burger called the Arch Deluxe.

lettuce and tomato - a popular combination in the US - and is served in a potato-flour bun. The burger is intended to have a home-made feel, containing leaf lettuce that looks torn instead of shredded in order to make it look less processed. Other ingredients are peppered bacon, cheese, onion, mayonnaise, and a combination of Dijon and stone-ground mustard.

McDonald's added that it had no plans to introduce the Arch Deluxe to markets outside North America "at this time". The company's last big product introduction was Chicken McNuggets in 1981. More recently, it introduced the low-fat McLean Deluxe burger in 1991, but the product did not sell well and McDonald's withdrew it in February this year.

Banco do Brasil issue fails to tempt

By Jonathan Wheatley in S6o Paulo

An issue of R\$6bn (US\$3,060m) in shares in Banco do Brasil, Brazil's biggest bank, seems certain to attract few takers among the bank's minority shareholders before their preferential right to buy expires on Tuesday.

Mr Pedro Parente, the finance ministry official responsible for the restructuring programme, is confident of success. "If the Treasury has to step in, that won't be a problem," he said. "All the shares the Treasury buys will be sold at a profit in the future."

It's undeniable that with the shares at their current level there is little incentive for anyone to take up the offer," Mr Carlos Gilberto Caetano, financial director, said. Any shares unsold after the offer expires will be bought by the bank's controlling shareholder, the national Treasury.

Confidence in Brazil's banking industry was jolted last year when two leading banks revealed crippling liquidity difficulties shortly after publishing healthy balance sheets. To prevent a crisis, the government assumed their bad debts. Mr Sanchez said the cost to the Treasury of these and similar operations was \$30b-\$35m.

BOSTON STRATEGIC INCOME FUND, SICAV. NOTICE OF MEETING. AGENDA. Approval of the merger by absorption of the Company by BOSTON INTERNATIONAL FUND I, SICAV (formerly BOSTON EUROPEAN BOND FUND, SICAV) together with BOSTON EQUITY INVESTMENT FUND, SICAV, BOSTON INCOME INVESTMENT FUND, SICAV, BOSTON INTERNATIONAL EQUITY INVESTMENT FUND, SICAV, BOSTON U.S. GOVERNMENT INCOME FUND, SICAV, BOSTON PACIFIC GROWTH INVESTMENT FUND, SICAV, BOSTON ARGENTINE INVESTMENT FUND, SICAV, BOSTON GLOBAL CAPITAL APPRECIATION FUND, SICAV, all Luxembourg s6ciet6s d'investissement 6 capital variable with registered office at 69, route d'Esch, L-1470 Luxembourg.

BOSTON INCOME INVESTMENT FUND, SICAV. NOTICE OF MEETING. AGENDA. Approval of the merger by absorption of the Company by BOSTON INTERNATIONAL FUND I, SICAV (formerly BOSTON EUROPEAN BOND FUND, SICAV) together with BOSTON EQUITY INVESTMENT FUND, SICAV, BOSTON INTERNATIONAL EQUITY INVESTMENT FUND, SICAV, BOSTON U.S. GOVERNMENT INCOME FUND, SICAV, BOSTON PACIFIC GROWTH INVESTMENT FUND, SICAV, BOSTON ARGENTINE INVESTMENT FUND, SICAV, BOSTON GLOBAL CAPITAL APPRECIATION FUND, SICAV, BOSTON STRATEGIC INCOME FUND, SICAV and BOSTON INTERNATIONAL FUND I, SICAV in their respective Extraordinary Shareholders' Meeting.

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COMPANIES AND FINANCE: UK

Announcement expected in near future following the government's blocking of bid from PowerGen US utilities line up for Midlands Electric

By Patrick Harverson

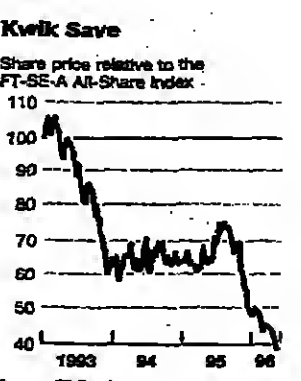
Midlands Electricity is expected to announce within the next few days that it has received a formal takeover offer from a US utility.

Missio Energy, Duke Power and Florida Power & Light, a US bid for Midlands has been expected by the stock market since Mr Lang's decision to rule against the PowerGen takeover and the separate bid for Southern Electric by another generator, National Power.

His view that an English generator should not be allowed to own a regional distributor because it would hinder competition was seen as opening the way for foreign companies to buy the remaining independent rees.

LEX COMMENT Kwik Save

Kwik Save is paying the price for staying from its roots. As a discount store of a limited range of basic branded goods, it had a distinct appeal. That has been blurred as the group tried to emulate the supermarkets by doubling its product range to more than 4,000 lines, building larger, more expensive stores and introducing own-label goods.



However its management seems wedded to continued expansion - albeit at a slower pace - and is planning to spend heavily on modernising distribution and computer systems. To cover that investment will require even higher volumes, just at a time when the group's rapidly falling returns on capital makes new store openings harder to justify.

Body Shop promises to pay more generous dividends

By Christopher Brown-Humes

Body Shop International, the cosmetics group, yesterday promised more generous dividends in a rapprochement with the City that follows its decision to remain a public company.



Gordon and Anita Roddick: criticised for 'pitiable dividend'

and because costs - at a time of rapid international expansion - outran sales growth. The US problems are being tackled through cost-cutting, higher promotional spending, and product launches.

DIGEST Laura Ashley/L'Oréal deal

Laura Ashley, the clothing and home furnishings group, has signed a licensing deal with French group L'Oréal. The two are to produce a range of perfumes and cosmetics to be sold under the Laura Ashley name.

Bodycote has bought a 51 per cent stake in Hauer Industries of the Netherlands for £3.47m each. It has an option to acquire the remaining 49 per cent of the share capital on a profit related formula.

CRH, the international building group, said its Van Neebros subsidiary had bought Kelders Group, the roofer, and Van der Schoot, the wholesaler and distributor, for £12.2m (£12.4m) cash, including debt assumed.

BANK GESELLSCHAFT BERLIN Annual General Meeting 1996. We are pleased to invite our shareholders to our Annual General Meeting which will be held on Friday, 14 June 1996 at 10.00 a.m. in the International Congress Centre Berlin, Hall 1, Messedamm, 14055 Berlin-Charlottenburg.

GRAND PACIFIC HOLDINGS LTD USD20,000,000 - FRN DUE 2000 INTEREST RATE: 6.39766% INTEREST PERIOD: FROM 03.05.1996 TO 04.11.1996 INTEREST PAYABLE PER USD 250,000 - NOTE: USD 8,219.22 BY FUJI BANK (LUXEMBOURG) S.A.

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BOSTON EQUITY INVESTMENT FUND, SICAV Société d'Investissement à Capital Variable Registered office: 69, route d'Esch, L-1470 Luxembourg R.C. Luxembourg B 25254 NOTICE OF MEETING

BOSTON U.S. GOVERNMENT INCOME FUND, SICAV Société d'Investissement à Capital Variable Registered office: 69, route d'Esch, L-1470 Luxembourg R.C. Luxembourg B 26470 NOTICE OF MEETING



BOSTON LIQUIDITY MANAGEMENT FUND, SICAV

Société d'Investissement à Capital Variable
Registered office: 69, route d'Esch, L-1470 Luxembourg R.C. Luxembourg B 25257

NOTICE OF MEETING

Since no quorum as required by law was present at the extraordinary shareholders' meeting of April 24, 1996, notice is hereby given to the Shareholders of BOSTON LIQUIDITY MANAGEMENT FUND, SICAV (the "Company") that the SECOND extraordinary shareholders' meeting will be held before notary on June 6, 1996 at 4.00 p.m. local time at the registered office with the following agenda:

AGENDA

- Approval of the merger by absorption of the Company by BOSTON INTERNATIONAL FUND II, SICAV (formerly BOSTON BRAZIL INVESTMENT FUND, SICAV) together with BOSTON MULTI-CURRENCY FUND, SICAV, all Luxembourg sociétés d'investissement à capital variable with registered office at 69, route d'Esch, L-1470 Luxembourg;
(1) the report of the Board of Directors in relation to the merger proposal (the "Merger Proposal");
(2) the audit report prescribed by article 286 of the Luxembourg law on commercial companies and prepared by Coopers & Lybrand, 16, rue Eugène Ruppert, L-2453 Luxembourg;
subject to the approval of the Merger Proposal by the Shareholders of BOSTON LIQUIDITY MANAGEMENT FUND, SICAV and BOSTON INTERNATIONAL FUND II, SICAV in their respective Extraordinary Shareholders' Meeting;
(f) to state the accomplishment of the formalities prescribed by article 287 of the law on commercial companies;
(g) to approve and ratify the Merger Proposal published in the Mémorial, Recueil Spécial des Sociétés et Associations;
(h) to accept the issue of shares of BOSTON INTERNATIONAL FUND II, SICAV in the new compartments as follows:
-BOSTON INTERNATIONAL FUND II - LIQUIDITY MANAGEMENT, in exchange for the contribution of all assets and liabilities of BOSTON LIQUIDITY MANAGEMENT FUND, SICAV in the proportion of 1 new Class B share of BOSTON INTERNATIONAL FUND II - LIQUIDITY MANAGEMENT for each cancelled Class B share of BOSTON LIQUIDITY MANAGEMENT FUND, SICAV;
-BOSTON INTERNATIONAL FUND II - MULTI-CURRENCY in exchange for the contribution of all assets and liabilities of BOSTON MULTI-CURRENCY FUND, SICAV in the proportion of 1 new Class B share of BOSTON INTERNATIONAL FUND II - MULTI-CURRENCY for each cancelled Class B share of BOSTON MULTI-CURRENCY FUND, SICAV;
There will be no quorum requirement and the resolutions will be passed by a majority of 2/3 of the shareholders present or represented and voting at the meeting. Each share is entitled to one vote.
The Shareholders on record at the date of the meeting are entitled to vote or give proxies.
Proxies should arrive at the registered office of the Company at least 48 hours before the meeting.
The following documents are at the Shareholders' disposal for examination at the registered office of the SICAV (copies may be obtained without cost):
-the Merger Proposal;
-the three last annual financial reports with management reports of BOSTON LIQUIDITY MANAGEMENT FUND, SICAV, BOSTON MULTI-CURRENCY FUND, SICAV and BOSTON BRAZIL INVESTMENT FUND, SICAV;
-the reports of the Board of Directors of BOSTON LIQUIDITY MANAGEMENT FUND, SICAV, BOSTON MULTI-CURRENCY FUND, SICAV and BOSTON BRAZIL INVESTMENT FUND, SICAV on the Merger Proposal;
-the report of the independent auditor, Coopers & Lybrand, with respect to the Merger Proposal.

By order of the Board of Directors

BOSTON MULTI-CURRENCY FUND, SICAV

Société d'Investissement à Capital Variable
Registered office: 69, route d'Esch, L-1470 Luxembourg R.C. Luxembourg B 30223

NOTICE OF MEETING

Since no quorum as required by law was present at the extraordinary shareholders' meeting of April 24, 1996, notice is hereby given to the Shareholders of BOSTON MULTI-CURRENCY FUND, SICAV (the "Company") that the SECOND extraordinary shareholders' meeting will be held before notary on June 6, 1996 at 4.30 p.m. local time at the registered office with the following agenda:

AGENDA

- Approval of the merger by absorption of the Company by BOSTON INTERNATIONAL FUND II, SICAV (formerly BOSTON BRAZIL INVESTMENT FUND, SICAV) together with BOSTON LIQUIDITY MANAGEMENT FUND, SICAV, all Luxembourg sociétés d'investissement à capital variable with registered office at 69, route d'Esch, L-1470 Luxembourg;
(1) the report of the Board of Directors in relation to the merger proposal (the "Merger Proposal");
(2) the audit report prescribed by article 286 of the Luxembourg law on commercial companies and prepared by Coopers & Lybrand, 16, rue Eugène Ruppert, L-2453 Luxembourg;
subject to the approval of the Merger Proposal by the Shareholders of BOSTON LIQUIDITY MANAGEMENT FUND, SICAV and BOSTON INTERNATIONAL FUND II, SICAV in their respective Extraordinary Shareholders' Meeting;
(f) to state the accomplishment of the formalities prescribed by article 287 of the law on commercial companies;
(g) to approve and ratify the Merger Proposal published in the Mémorial, Recueil Spécial des Sociétés et Associations;
(h) to accept the issue of shares of BOSTON INTERNATIONAL FUND II, SICAV in the new compartments as follows:
-BOSTON INTERNATIONAL FUND II - MULTI-CURRENCY in exchange for the contribution of all assets and liabilities of BOSTON MULTI-CURRENCY FUND, SICAV in the proportion of 1 new Class B share of BOSTON INTERNATIONAL FUND II - MULTI-CURRENCY for each cancelled Class B share of BOSTON MULTI-CURRENCY FUND, SICAV;
-BOSTON INTERNATIONAL FUND II - LIQUIDITY MANAGEMENT in exchange for the contribution of all assets and liabilities of BOSTON LIQUIDITY MANAGEMENT FUND, SICAV in the proportion of 1 new Class B share of BOSTON INTERNATIONAL FUND II - LIQUIDITY MANAGEMENT for each cancelled Class B share of BOSTON LIQUIDITY MANAGEMENT FUND, SICAV;
There will be no quorum requirement and the resolutions will be passed by a majority of 2/3 of the shareholders present or represented and voting at the meeting. Each share is entitled to one vote.
The Shareholders on record at the date of the meeting are entitled to vote or give proxies.
Proxies should arrive at the registered office of the Company at least 48 hours before the meeting.
The following documents are at the Shareholders' disposal for examination at the registered office of the SICAV (copies may be obtained without cost):
-the Merger Proposal;
-the three last annual financial reports with management reports of BOSTON MULTI-CURRENCY FUND, SICAV, BOSTON LIQUIDITY MANAGEMENT FUND, SICAV and BOSTON BRAZIL INVESTMENT FUND, SICAV;
-the reports of the Board of Directors of BOSTON MULTI-CURRENCY FUND, SICAV, BOSTON LIQUIDITY MANAGEMENT FUND, SICAV and BOSTON BRAZIL INVESTMENT FUND, SICAV on the Merger Proposal;
-the report of the independent auditor, Coopers & Lybrand, with respect to the Merger Proposal.

By order of the Board of Directors

This advertisement is issued in compliance with the requirements of the London Stock Exchange Limited. It does not constitute an invitation to the public to subscribe for, or purchase, any securities. Application has been made to the London Stock Exchange for the whole of the ordinary share capital of The Maiden Group plc ("the Company") issued, and now being issued, to be admitted to the Official List. It is expected that dealings in the ordinary shares of 5p each of the Company will commence on 9th May, 1996.

The Maiden Group plc

(Incorporated in England and Wales under the Companies Act 1985. Registered No. 3050296)
Placing by Deutsche Morgan Grenfell of 9,644,991 ordinary shares of 5p each at 220p per ordinary share

The Maiden Group plc is one of the largest media owners in the UK outdoor advertising industry. The Group's estate comprises some 25,000 poster sites throughout the UK.

Share capital immediately following the placing
Authorized Issued and fully paid
Number Amount Number Amount
52,080,000 £2,604,000.00 ordinary shares 39,306,517 £1,965,325.85 of 5p each

The ordinary shares now being issued pursuant to the placing will, on admission to the Official List, rank pari passu in all respects with the existing issued ordinary shares of the Company and will rank in full for all dividends and other distributions therefrom declared, made or paid on the ordinary share capital of The Maiden Group plc.

6,986,364 ordinary shares are being issued in the placing. A prospectus and listing particulars was published on 2nd May, 1996 and copies are available during normal business hours on any business day from the Company Announcements Office, London Stock Exchange Tower, Canal Court entrance, off Bartholomew Lane, London EC2, for collection only, up to and including 6th May, 1996 and during normal business hours on any business day up to and including 16th May, 1996.

Deutsche Morgan Grenfell Co. Limited, 23 Great Winchester Street, London EC2;
NarWest Wood Mackenzie & Co. Limited, 135 Bishopsgate, London EC2.

3rd May, 1996

LORRAINE INVESTMENTS LUXEMBOURG S.A.

39, Boulevard Royal, L-2449 Luxembourg R.C. Luxembourg B 47,798

The Annual General Meeting of Shareholders of LORRAINE INVESTMENTS LUXEMBOURG S.A. will be held at the HOTEL "LE ROYAL", 12, Boulevard Royal, L-2449 LUXEMBOURG, on Saturday May 11th, 1996 at 2.00 p.m.

In order to discuss the following matters:
AGENDA
1. Report of the Board of Directors
2. Report of the Independent Auditor
3. Approval of the Annual Accounts as at December 31st, 1995
4. Allocation of Results as at December 31st, 1995
5. Discharge to the Directors and to the Statutory Auditors
6. Statutory elections
7. Any other matters

Holders of bearer share certificates have to deposit their shares no later than May 6th, 1996 at Banque de Luxembourg S.A. or at any other recognized bank.
The Board of Directors

NOTICE OF PARTIAL REDEMPTION TO HOLDERS OF DOMUS MORTGAGE FINANCE NO.1 PLC

£100,000,000
MORTGAGE BACKED FLOATING RATE NOTES DUE 2014

Notice is hereby given that in accordance with Conditions 5(b) and 18 of the Notes, the Issuer hereby gives notice to redeem £400,000.00 principal amount of Notes, selected randomly as detailed below. The date set for the mandatory redemption is the next coupon payment date being, 10 June 1996, and the Notes will be redeemed at their principal amount plus accrued interest. Payment will be made against surrender of the Notes, together with all appurtenant Coupons maturing after the date set for redemption at the offices of the Paying Agents, named on the Notes. On and after 10 June 1996, the redeemed Notes will cease to accrue interest.

The amount of any missing uncashed Coupons will be deducted from the sum due for payment. Any amount of principal so deducted will be paid against surrender of the relative missing Coupons within five years from the date of payment. The redeemed Notes will become void unless presented for payment within ten years of the redemption date.

The nominal amount that will be outstanding after the Notes listed below have been redeemed is £17,000,000.00.

The Serial Numbers drawn for mandatory redemption are as follows:
134 339 628 809

CHEMICAL Principal Paying Agent Dated 5 May 1996

ARTAL GROUP S.A.

39, Boulevard Royal, L-2449 Luxembourg R.C. Luxembourg B 44,470

The Annual General Meeting of Shareholders of ARTAL GROUP S.A. will be held at the HOTEL "LE ROYAL", 12, Boulevard Royal, L-2449 LUXEMBOURG, on Saturday May 11th, 1996 at 3.00 p.m.

In order to discuss the following matters:
AGENDA
1. Report of the Board of Directors
2. Report of the Independent Auditor
3. Approval of the Annual Accounts as at December 31st, 1995
4. Allocation of Results as at December 31st, 1995
5. Discharge to the Directors and to the Statutory Auditors
6. Statutory elections
7. Any other matters

Holders of bearer share certificates have to deposit their shares no later than May 6th, 1996 at Banque de Luxembourg S.A. or at any other recognized bank.
The Board of Directors

COMPANIES AND FINANCE: UK

North American profits almost double on pick-up in Lipton tea sales

Brazil star turn for Unilever

By Frederick Oram, Consumer Industries Editor

Latin America, led by Brazil, was star performer for Unilever in a first quarter marked by moderate underlying volume and profits growth. Sir Michael Perry, chairman of the Anglo-Dutch consumer goods group, said overall pre-tax profits of \$513m at current exchange rates were up 12 per cent from a year earlier. Analysts estimated Unilever achieved volume growth of about 9 per cent in Brazil. Excluding an extraordinary loss this year and a gain a year earlier from disposals, underlying operating profits in Latin America were up 35 per cent. Other developing markets appeared mixed despite Unilever's efforts to generate strong profits growth from

them to compensate for mature markets in Europe and North America. Profits from Asian and Pacific markets were up 58m to \$92m but good gains in developing countries were offset by weaker performances in Australia and Japan, analysts believe. North American profits almost doubled to \$102m. A large proportion of the rise reflected a pick-up in Lipton tea sales. North American sales were up 11 per cent at £1.47bn, but volume growth was probably only 4 per cent. European operating profits were flat at \$263m, but the latest period included some \$15m in exceptional costs, in the view of analysts. Quarter-end net debt rose from £1.98bn to £2.78bn. Lex, Page 14



Sir Michael Perry: growth of 12% at current exchange rates

Seven Seas sale nets £150m for Hanson

By Motoko Rich

Hanson, the industrial conglomerate which is planning a four-way demerger, yesterday announced the £150m (\$220m) sale of Seven Seas, its UK vitamin supplement business, to Merck, the German drug group. The sale brings the total raised by its disposal programme to more than £2bn, exceeding a target set last December by Mr Derek Bonham, chief executive. Mr Christopher Collins, Hanson vice chairman, said that plans for demerger were "very much on track", but he declined to be drawn on whether the group planned further disposals. Mr Ted Roberts, board mem-

ber responsible for worldwide pharmaceuticals at Merck, said it had been looking for an over-the-counter business in the UK for some time. "We wanted to expand our OTC business because we have a pretty strong presence already in Germany, Spain, Italy and France." Seven Seas would be the group's first OTC business in the UK, where it also runs a generics business and pharmaceutical operations. It would also complement other vitamin and mineral activities in Germany, Italy and Spain. He said the group had been talking to Hanson for about five months. Mr Collins said Merck had "emerged from other bidders". Merck has paid well over twice Seven Seas' sales of

£59.3m in the year to September 30 1995. Hanson declined to disclose the business' profits or net assets, but Mr Collins said: "Most of the value of Seven Seas is in the brand rather than in tangible assets." Mr Roberts said Merck would maintain Seven Seas' current management. He added: "We see opportunities to move some of the Seven Seas operations out of the UK into other markets and vice versa. We might be able to use Seven Seas to introduce our other products into the UK." He said the group was looking for an acquisition in the US generic market. "We have talked to a lot of companies but I really have not found anything I like."

ICI to push polyester and performance chemicals

By Jenny Leesby

Imperial Chemical Industries is to create two new divisions - polyester and performance chemicals - as part of a drive to promote its star businesses. Mr Charles Miller Smith, chief executive, has already injected young blood into the businesses by appointing new chief executives. Mr Paul Drechsler, 40, will head the polyester business, which is one of ICI's largest. Mr John Hirst, also 40, will run the performance chemicals division. Both will answer directly to the ICI board. Previously, their businesses were part of the group's chemicals and polymers division, headed by Mr Bob Bew. It produces surfactants, used as cleaning agents in toiletries, chemicals, and catalysts, and dispersants in industrial, which provoke reactions in other chemicals. Sales last year were \$600m. The polyester business, however, has been very successful. It makes PTA, the raw material for polyester fabrics and plastics; PET, used to make plastic water bottles; and polyester-based films, used for packaging. Polyester sales rose from \$600m to £1.4bn last year. This has prompted the group to build four new polyester plants, two in Asia, one in the US and one in the UK. However, other companies have also been increasing their polyester capacity, and analysts predict a sharp slowdown in the sector, followed by several years of stagnation.

Kwik Save reviews strategy following decline of 28%

By David Blackwell

Kwik Save, the UK's biggest discount grocer, announced a strategic review yesterday as interim profits fell 28 per cent. Shares in the group, which is suffering price competition from supermarkets and discount stores, fell 40p to 428p. Pre-tax profits fell from \$31.6m to \$44.2m (\$67m) in the 28 weeks to March 9. Sales rose from £1.7bn to £1.84bn, but like-for-like sales were flat. Mr Graeme Bowler, chief executive, said the group had never experienced such fierce trading conditions and "their reversal in the short term is unlikely". He warned of a reduction in gross margins in

the second half. "The review, to be conducted by Arthur Andersen, the consultants, would look at "everything and anything". It would be completed by the end of July, but no announcement was likely before November. Analysis doubted that any changes following the review would take effect for two or three years. "Reviews are usually a euphemism for big write-offs and provisions," said one. "The management needs to go back to zero and find a viable proposition for the market." Full-year forecasts were cut yesterday from £100m to about \$5m. This is about the same as 1990's figure - but selling space has since doubled.

Kwik Save has 987 stores, which Mr Bowler describes as "discount supermarkets". It has increased its range from 1,000 to more than 4,000 lines, but faces competition from much bigger supermarkets, and from discount chains such as Aldi and Netto. Store openings are continuing to increase. Mr Bowler said 150 openings last year had had an impact on 150 Kwik Save stores. Overheads rose 19 per cent from £169.5m to £201.6m, partly because of the Shoprite acquisition in Scotland in 1994. Sales were running 50 per cent higher but an operating loss was expected for the year. Lex, Page 21

RESULTS

Table with columns: Company, Turnover (£m), Pre-tax profit (£m), EPS (p), Current payment (p), Date of payment, Dividends (p), Total for year, Total last year. Rows include Bunting Power, Body Shing, First Call, Hopkiss, Park, Lanes, and Investment Trusts.

ALLIANCE LEICESTER Alliance & Leicester Building Society £250,000,000 Floating Rate Notes due 1999

London Forfeiting Company Plc US\$ 50,000,000 Term Loan Facility US\$ 7,000,000 TRANCHE A LOAN US\$ 43,000,000 TRANCHE B LOAN

First Yorkshire City Bank Public Company Limited £100,000,000 Floating Rate Notes due 1999

APPOINTMENTS ADVERTISING Appears in the UK edition every Wednesday & Thursday and in the International edition every Friday.

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FRIDAY MAY 3 1996

UK

Lipton tea

unilever

ICI to put polyester performance chemicals

Company Plc

# Aluminium industry 'very healthy'

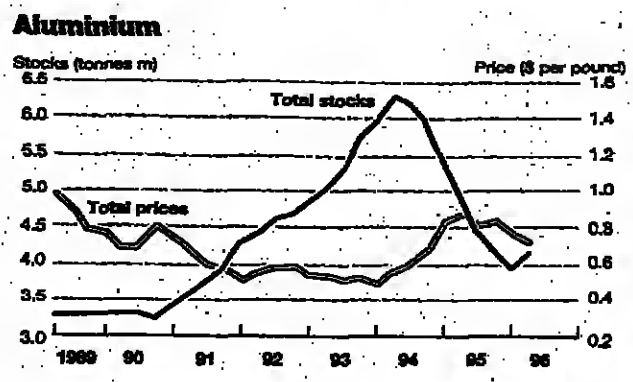
By Kenneth Gooding, Mining Correspondent

The aluminium industry can this year expect a mirror image of 1995, which "was in like a lion and went out like a lamb". This year started with weaker demand and lower prices but should finish strongly, according to Mr Jacques Bougie, president of Alcan of Canada, the world's second largest aluminium group.

Demand for the metal, which had shown 13 years of continuous growth, would rise again this year by between 2 and 3 per cent, he suggested at presentations to international investors and analysts. That would follow an 11 per cent demand increase in 1994 and one of 2.2 per cent last year.

Prices in 1996 were likely to be a little lower than last year's average of US\$1,830 a tonne. Although there was about 10 tonnes of shut-down capacity ready to come back into operation, that would all be needed to meet demand, he suggested. More than half of that capacity was owned by two US groups, Alcoa and Reynolds Metals, which faced labour contract negotiations this quarter.

"So there is potential for some short term gyrations in the market," Alcan had 160,000 tonnes of



deliberately vague about the timing of these increases. A final decision about a potential 240,000 tonnes a year aluminium smelter in China to be developed with partners would not be made until 1999. Mr Bougie looked at two big aluminium markets: beverage cans, the biggest single product using the material, and transport, the biggest single industry customer. He suggested demand from the can makers would continue to grow at an average of 3 per cent a year for the next ten years. Alcan expected the aluminium content of cars to rise from about 91kg a vehicle to 106kg by early next century. What happened then depended on whether car makers introduced aluminium-intensive vehicles. Mr Bougie pointed out that "not one ounce of present industry capacity has been put in place in anticipation of a future big increase in demand from the auto industry". However, as it took at least three years from design to production for a new car, the aluminium industry could keep pace with that demand as it arose. Summing up, Mr Bougie declared: "The [aluminium] industry is in a very healthy situation. The fundamentals are right. Demand is strong. Supply is available. Prices are at a competitive level."

# Production boost planned at Chilean copper mine

By Kenneth Gooding

Phelps Dodge, the US group, and Sumitomo of Japan are to increase output at their Candalaria copper mine in Chile by more than 70 per cent at a cost of US\$37m. Candalaria's capacity will be increased from the present 250m lb (113,500 tonnes) annual rate to 425m lb (193,000 tonnes) by the middle of 1998. The mine, in Chile's Atacama desert, came into production only one year ago. Phelps, which operates and owns 80 per cent, and Sumitomo, with the other 20 per cent, spent US\$60m on the first phase.

Candalaria is Phelps first substantial operation outside of the US. The company said yesterday that it had wanted to get a better understanding of the ore body before boosting output. The expansion will reduce the expected life of Candalaria from 35 to 19 years. The expansion is in line with Phelps' objective of doubling its copper production to 2bn lb (907,500 tonnes) by 2002.

Mining activity at Candalaria will be stepped up, and a second semi-autonomous mill and new and expanded concentrating facilities will be required for the expansion. More than 200 extra employees will be needed at the mine, which at present employs 700. Copper prices firming at the London Metal Exchange yesterday as a strike began at Chile's state-owned Chuquibambilla mine after the management refused to increase a pay offer. Production at the mine, the world's biggest copper producer, was paralysed yesterday when 98 per cent of the workforce downed tools. But the company said it had enough copper in stock to be able to avoid declaring force majeure on shipments "for at least two weeks".

# Alarm raised about enemy lurking in Africa's fields

Toxic fungi are contaminating maize, writes David Dixon

Millions of families across Africa are damaging their health when they eat their staple food, maize. Harmful fungi lurking in their fields and granaries are contaminating their daily food. Many researchers warn that the damage done to health and productivity in Africa may be as serious as the AIDS epidemic, because virtually everyone who eats maize can be affected.

Known as aflatoxins, were present in the blood of 98 per cent of the people sampled across West Africa and were present in the umbilical cord of newborn babies. A report from the World Bank calculated that the average person, in sub-Saharan Africa, worked for only about half of his or her productive life because of disease. Further data showed that child mortality before the age of 5 was higher than anywhere else in the world. Researchers now believe that the cause may well be high levels of aflatoxins in the diet.

Although the traditional granaries may be harbouring fungal spores, contamination can also occur in the field. In the US corn belt, for instance, it is known that when maize is stressed, say by drought, the grain cracks and this allows fungal spores to get in. They get in, too, when grain is damaged by field pests.

# Researchers warn that the damage done to health and productivity may be as serious as the AIDS epidemic

Methods of harvesting also play a crucial role. Traditionally the crop is dried in the field but this allows the husk to loosen, giving insects and fungal spores easier entry. For 25 years plant-breeders in the US have been trying to develop resistant varieties, but have found no specific gene, or set of genes resistant to *aspergillus flavus*. So they have developed varieties that are more stress tolerant in the field and have tight, thick husks for better storage. In Africa, plant-breeders have concentrated more on increasing production, so Dr Cardwell believes that it is time for the breeding emphasis to change. "We cannot improve yield without paying equal attention to the stability of the crop," she insists.

Dr Gita Ramjee, of the Department of Paediatrics and Child Health at the University of Natal, in South Africa, showed that morbidity in children suffering from kwashiorkor (a condition arising from protein malnutrition) increased where aflatoxins were present in their bodies. It is also becoming apparent in West Africa that child vaccination programmes are having unusually high failure rates. Researchers argue that if high levels of aflatoxins are leading to increased morbidity and premature mortality.

Now the impact on people is starting to emerge. At a recent conference, held in Benin by the IITA and funded by Danish International Development Assistance and the International Centre for Agricultural Research in the Tropics, Dr Chris Wild of the International Agency for Research on Cancer presented data showing that *aspergillus flavus* mycotoxins,

prevalent in South Africa, produces mycotoxins called fumonisins, which are also carcinogenic. There is evidence, too, that they are systemic, so seed may actually carry the fungus.

# Australian Senate launches uranium inquiry

By Nikk Tait in Sydney

Australia's Senate, federal parliament's upper house, yesterday launched a wide-ranging inquiry into the mining and milling of uranium, and the likely impact an expansion of the industry could have on the environment and on health and safety.

The inquiry, which is due to report in early December, will also consider the effectiveness of security agreements for exports. The inquiry has been triggered by the recent change of federal government and a

likely upsurge in uranium mining. Australia is reckoned to have about 30 per cent of the world's known low-enrichment uranium reserves, although at present it accounts for only about 10 per cent of the West's output of the radioactive metal.

For the past decade, under Labour, uranium mining has been restricted to three sites, one of which has been worked out. But the new conservative coalition does not recognise this constraint and no legislative changes are necessary to allow the industry to expand.

Already the country's mining companies have been reassessing their uranium deposits, and one Energy Resources of Australia, part of the North group, has submitted a formal application to develop a new underground mine at Jabukka in the Northern Territory. Any expansion of uranium mining is sensitive, partly because of nuclear concerns and but also because some of the most prospective deposits, including Jabukka, lie within the boundaries of Kakadu National Park (even though they are technically exempted from the park restrictions). This has recently been designated a world heritage area, because of its natural features.

The federal government yesterday dismissed the Senate inquiry as a waste of public money, although the resources minister said his department would co-operate with it. However, the probe was warmly endorsed by environmental groups, who urged the government to hold off making any decision on the ERA application until the Senate inquiry's findings had been released.

## COMMODITIES PRICES

### BASE METALS

#### LONDON METAL EXCHANGE

Commodity	Unit	Price	Change
Aluminium	100 tonnes	1605.5	+21.5
Copper	100 tonnes	1921.0	+10.0
Lead	100 tonnes	1635.0	+10.0
Nickel	100 tonnes	1635.0	+10.0
Zinc	100 tonnes	1635.0	+10.0

### Precious Metals continued

#### GOLD COMEX (100 Troy oz)

Commodity	Unit	Price	Change
Gold	100 Troy oz	391.4	+0.8
Silver	100 Troy oz	391.4	+0.8
Palladium	100 Troy oz	391.4	+0.8

### GRAINS AND OIL SEEDS

#### WHEAT LCE (5000 bushels)

Commodity	Unit	Price	Change
Wheat	5000 bushels	132.5	+1.75
Barley	5000 bushels	132.5	+1.75
Soybeans	5000 bushels	132.5	+1.75

### SOFTS

#### COCOA LCE (50000 lbs)

Commodity	Unit	Price	Change
Cocoa	50000 lbs	1098	+71
Sugar	50000 lbs	1098	+71

### MEAT AND LIVESTOCK

#### LIVE CATTLE CME (40,000 lbs)

Commodity	Unit	Price	Change
Cattle	40,000 lbs	50.25	+0.25
Pork	40,000 lbs	50.25	+0.25

### ENERGY

#### CRUDE OIL NYMEX (42,000 US gal)

Commodity	Unit	Price	Change
Crude Oil	42,000 US gal	21.34	+0.33
Natural Gas	10,000 cu ft	21.34	+0.33

### FUTURES DATA

#### Wheat

Month	Price	Change
May	140	+1.00
June	135	+0.75
July	130	+0.50

### INDEXES

#### REUTERS (Base: 1985/21=100)

Month	Price	Change
May	2111.9	+209.8
June	2111.9	+209.8
July	2111.9	+209.8

**JOTTER PAD**

The solution is IIP Computer Systems

HEWLETT PACKARD

## CROSSWORD

No. 9,059 Set by DANTE

Strike price \$ income - Calls - Puts -

1000 LME Jun Sep Jun Sep  
1800 4 13 38  
1700 5 47 74 80  
1600 20 108 106

1000 LME Jun Sep Jun Sep  
2500 172 111 8 56  
2000 89 83 19 105  
1500 38 32 83 172

1000 LME Jun Sep Jun Sep  
1800 132 208 9 173  
1700 107 185 118 200  
1600 88 167 100 232

1000 LME Jun Sep Jun Sep  
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825 221 242 1 4  
775 174 189 5 10

1000 LME Jun Sep Jun Sep  
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1700 53 48 48 -  
1600 53 48 48 -

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1600 114.40 +0.22

1000 LME Jun Sep Jun Sep  
1800 114.40 +0.22  
1700 114.40 +0.22  
1600 114.40 +0.22

ACROSS

1 Frenzied march types kept in check (8)

5 Musical arrangements of the twenties (5)

10 Article left out of yearbook creates void (5)

11 Talented group of relatives (9)

12 Told he can engage in sporting activity (9)

13 Welcome cry up north (5)

14 A very loud fish creates a disturbance (6)

15 Appointment accepted by stout preacher (7)

16 Demands its sins be found out off (7)

17 Rabbits breaks out in the country (8)

20 When there's a change of plea, men select a jury (7)

21 A service the non-drinker takes comfort in (3-3)

22 Currently used for transporting solutions (5)

25 You'll know when you've got it (9)

26 Odds on tossing up a seven (5)

27 A sticker for the traditional method of roasting (8)

28 Tightly packed Wimbledon crowd may well jibe (5,3)

1 & 4 & 5 & 6 (food for thought here) (6)

2 Puts restriction on movement and worker strikes (9)

3 Church parade is just part of it (8,7)

4 Fresh interest shown in a gimmick (7)

Reason for a moving communication (6,2,7)

Bring up the question of more pay (5)

Toothsome vegetable - but only grown for show (5,3)

Girl to finish in her under-wear (6)

Youngsters eat greens for development (9)

17 Drawing instruments - ruler's (8)

19 Rabbits breaks out in the country (8)

20 When there's a change of plea, men select a jury (7)

21 A service the non-drinker takes comfort in (3-3)

22 Currently used for transporting solutions (5)

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OFFSHORE AND OVERSEAS

BERMUDA (SIB RECOGNISED)

Table listing Bermuda funds including Identity Currency Funds Ltd, Bermuda International Management Ltd, and Bermuda Investment Management Ltd.

BERMUDA (REGULATED)\*\*

Table listing Bermuda regulated funds including Bermuda International Management Ltd, Bermuda Investment Management Ltd, and Bermuda Fund Managers Ltd.

GUERNSEY (SIB RECOGNISED)

Table listing Guernsey funds including AIB Investment Managers (Guernsey) Ltd, AIB International Funds (Guernsey) Ltd, and AIB International Funds (Guernsey) Ltd.

GUERNSEY (REGULATED)\*\*

Table listing Guernsey regulated funds including AIB Investment Managers (Guernsey) Ltd, AIB International Funds (Guernsey) Ltd, and AIB International Funds (Guernsey) Ltd.

ROYAL BANK OF CANADA QAS FUND LTD - Contd.

Table listing Royal Bank of Canada QAS funds including Royal Bank of Canada QAS Fund Ltd, Royal Bank of Canada QAS Fund Ltd, and Royal Bank of Canada QAS Fund Ltd.

GUERNSEY (REGULATED)\*\*

Table listing Guernsey regulated funds including AIB Investment Managers (Guernsey) Ltd, AIB International Funds (Guernsey) Ltd, and AIB International Funds (Guernsey) Ltd.

GUERNSEY (SIB RECOGNISED)

Table listing Guernsey funds including AIB Investment Managers (Guernsey) Ltd, AIB International Funds (Guernsey) Ltd, and AIB International Funds (Guernsey) Ltd.

GUERNSEY (REGULATED)\*\*

Table listing Guernsey regulated funds including AIB Investment Managers (Guernsey) Ltd, AIB International Funds (Guernsey) Ltd, and AIB International Funds (Guernsey) Ltd.

LET Asset Management Ltd

Table listing LET Asset Management funds including LET Asset Management Ltd, LET Asset Management Ltd, and LET Asset Management Ltd.

IRELAND (SIB RECOGNISED)

Table listing Ireland funds including AIB Investment Managers (Guernsey) Ltd, AIB International Funds (Guernsey) Ltd, and AIB International Funds (Guernsey) Ltd.

IRELAND (REGULATED)\*\*

Table listing Ireland regulated funds including AIB Investment Managers (Guernsey) Ltd, AIB International Funds (Guernsey) Ltd, and AIB International Funds (Guernsey) Ltd.

Danske Europe Fund Mgrs Ireland Ltd

Table listing Danske Europe Fund Mgrs Ireland funds including Danske Europe Fund Mgrs Ireland Ltd, Danske Europe Fund Mgrs Ireland Ltd, and Danske Europe Fund Mgrs Ireland Ltd.

IRELAND (SIB RECOGNISED)

Table listing Ireland funds including AIB Investment Managers (Guernsey) Ltd, AIB International Funds (Guernsey) Ltd, and AIB International Funds (Guernsey) Ltd.

IRELAND (REGULATED)\*\*

Table listing Ireland regulated funds including AIB Investment Managers (Guernsey) Ltd, AIB International Funds (Guernsey) Ltd, and AIB International Funds (Guernsey) Ltd.

Bank of Ireland Asset Mgmt - Contd.

Table listing Bank of Ireland Asset Mgmt funds including Bank of Ireland Asset Mgmt - Contd., Bank of Ireland Asset Mgmt - Contd., and Bank of Ireland Asset Mgmt - Contd.

ISLE OF MAN (REGULATED)\*\*

Table listing Isle of Man regulated funds including AIB Investment Managers (Guernsey) Ltd, AIB International Funds (Guernsey) Ltd, and AIB International Funds (Guernsey) Ltd.

ISLE OF MAN (SIB RECOGNISED)

Table listing Isle of Man SIB recognised funds including AIB Investment Managers (Guernsey) Ltd, AIB International Funds (Guernsey) Ltd, and AIB International Funds (Guernsey) Ltd.

Bank of Ireland Asset Mgmt - Contd.

Table listing Bank of Ireland Asset Mgmt funds including Bank of Ireland Asset Mgmt - Contd., Bank of Ireland Asset Mgmt - Contd., and Bank of Ireland Asset Mgmt - Contd.

ISLE OF MAN (REGULATED)\*\*

Table listing Isle of Man regulated funds including AIB Investment Managers (Guernsey) Ltd, AIB International Funds (Guernsey) Ltd, and AIB International Funds (Guernsey) Ltd.

ISLE OF MAN (SIB RECOGNISED)

Table listing Isle of Man SIB recognised funds including AIB Investment Managers (Guernsey) Ltd, AIB International Funds (Guernsey) Ltd, and AIB International Funds (Guernsey) Ltd.

INVESCO International Limited

Table listing INVESCO International Limited funds including INVESCO International Limited, INVESCO International Limited, and INVESCO International Limited.

LUXEMBOURG (SIB RECOGNISED)

Table listing Luxembourg SIB recognised funds including AIB Investment Managers (Guernsey) Ltd, AIB International Funds (Guernsey) Ltd, and AIB International Funds (Guernsey) Ltd.

LUXEMBOURG (REGULATED)\*\*

Table listing Luxembourg regulated funds including AIB Investment Managers (Guernsey) Ltd, AIB International Funds (Guernsey) Ltd, and AIB International Funds (Guernsey) Ltd.

Facility Funds (SIB RECOGNISED)

Table listing Facility Funds (SIB recognised) including Facility Funds (SIB RECOGNISED), Facility Funds (SIB RECOGNISED), and Facility Funds (SIB RECOGNISED).

LUXEMBOURG (SIB RECOGNISED)

Table listing Luxembourg SIB recognised funds including AIB Investment Managers (Guernsey) Ltd, AIB International Funds (Guernsey) Ltd, and AIB International Funds (Guernsey) Ltd.

LUXEMBOURG (REGULATED)\*\*

Table listing Luxembourg regulated funds including AIB Investment Managers (Guernsey) Ltd, AIB International Funds (Guernsey) Ltd, and AIB International Funds (Guernsey) Ltd.

S-E Banking Luxembourg SA - Contd.

Table listing S-E Banking Luxembourg SA funds including S-E Banking Luxembourg SA - Contd., S-E Banking Luxembourg SA - Contd., and S-E Banking Luxembourg SA - Contd.

LUXEMBOURG (SIB RECOGNISED)

Table listing Luxembourg SIB recognised funds including AIB Investment Managers (Guernsey) Ltd, AIB International Funds (Guernsey) Ltd, and AIB International Funds (Guernsey) Ltd.

LUXEMBOURG (REGULATED)\*\*

Table listing Luxembourg regulated funds including AIB Investment Managers (Guernsey) Ltd, AIB International Funds (Guernsey) Ltd, and AIB International Funds (Guernsey) Ltd.

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FT MANAGED FUNDS SERVICE

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Main table containing financial data for various funds, including columns for fund names, prices, and changes. Includes a section for 'OTHER OFFSHORE FUNDS' and 'OFFSHORE INSURANCES'.

OFFSHORE INSURANCES

MANAGED FUNDS NOTES: This section provides detailed information regarding the funds, including their objectives, risks, and performance metrics.



LONDON STOCK EXCHANGE

MARKET REPORT

Sequence of blows sees Footsie crumple

By Steve Thompson, UK Stock Market Editor

An early powerful showing by UK equities was blown to pieces by the close of trading yesterday, as the market was hit by a series of damaging blows.

These included much stronger than expected economic news from the US, which hit the Treasury bond market and Wall Street, and a statement from the government emphasising that it will enforce its golden shares regarding the two English generators, National Power and PowerGen.

position included a profits warning from Great Universal Stores and a growing feeling among dealers that the outcome of the local elections could be even worse than some of the arch-doomsters have been predicting.

And political rumours grew in intensity as the day wore on, with talk of a snap general election in June also circulating around the City's trading desks.

Up more than 20 points and seemingly comfortably clear of the 3,800 level in mid-morning, the FT-SE 100 index subsequently plummeted to end a shock laden trading session a net 29.6 lower at 3,776.4. The damage wrought across the market was

much less severe in the second half, where the Mid 250 index eased 2.4 to 4,537.7.

What could well be the blow that causes the most damage to the London market was delivered after the market closed with news that the long running merger talks between BT and Cable and Wireless have been terminated.

The potential merger of the two telecoms giants had been one of the main driving forces behind the UK market's move to record levels last month.

most serious damage seen in C&W. They added that the impact on sentiment caused by the telecoms news could be much worse this morning. ADRs in both stocks were down some 4 per cent during trading on Wall Street.

The doom and gloom at the close was in sharp contrast to the market's early performance, when the FT-SE 100 was sailing along happily and the market was once again talking about the potential for more bids in the utilities.

Sentiment in the market began to turn around midday, but the first real blow was delivered in the early afternoon with news that the flash figure for US gross domestic prod-

uct in the first quarter came out at a much stronger than expected 2.8 per cent. The Dow Jones Industrial Average dropped some 40 points in early trading.

Strategists now fear that the April non-farm payroll report, traditionally one of the most potent economic pointers to the US economy, will show another big rise in new jobs.

Such news could accelerate the chances of a rise in US interest rates, it was feared, and make traders cautious. "With London closed on Monday, marketmakers will be reluctant to go home on Friday night with any long positions," remarked one market observer.

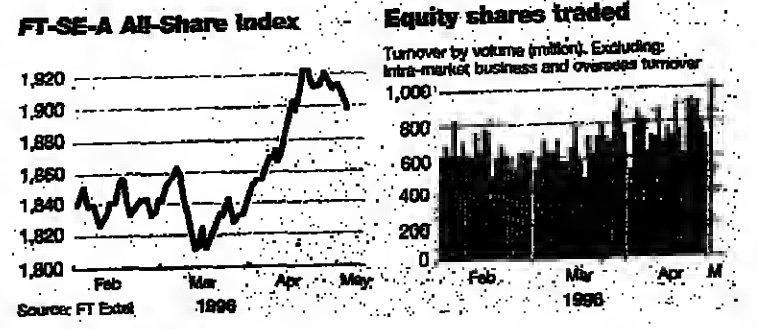


Table with 2 columns: Indices and ratios, and Worst performing sectors. Lists various indices like FT-SE 100, FT-SE Mid 250, etc., and sectors like Insurance, Retailers, etc.

Telecom takeover shock

Shock news that telecoms giant BT had terminated merger talks with Cable and Wireless came after market hours, but traders were bracing themselves for a frantic session today.

A consensus suggested that BT could open some 20p lower this morning and that the abandonment of negotiations could leave C&W trailing by up to 6p.

However, there was also plenty of betting that the bid story was far from over. "C&W remains firmly in play. BT might have scratched from the race but there are other potential runners," said one analyst.

Last night, traders were reassessing other potential predators. Deutsche Telekom, AT&T and German utility Vebs - which has a 10 per cent stake in C&W - were the most talked about candidates.

BT closed off 8 at 352p, mostly pushed lower by the general shakeout in equities. C&W ended 3 1/2 better at 524p.

Power setback

A chronic case of the political jitters was one interpretation behind the government's commitment to retain its golden share in the generators.

The share prevents a single investor from owning more than 15 per cent of either National Power or PowerGen, and yesterday's announcement

effectively killed off the approach for the former by Southern, of the US. Share prices responded. National Power dropped 32 to 827p and PowerGen 12 to 836p.

Mr Angeles Anastasiou of Panmure Gordon commented: "Perhaps the government sees it [a sale to an overseas buyer] as not being good in the run-up to a general election."

Mr Philip Hollobone of Williams de Broë pointed out that the generators were now in a quandary following the equally surprising decision last week that the trade and industry secretary had vetoed their respective bids for regional electricity companies (reCs).

"They cannot bid and they cannot be bid for," he said. However, he believes that the market only focused on one side of the argument.

"They will be left with a pile of cash and at this price I would not think shareholders should sell," he said. He believes that with the bid premium now eroded, investors can look forward to some sort of a cash distribution with the companies' figures in three weeks time.

The sidelining of the generators shifted the spotlight back to the remaining independent reCs. East Midlands advanced 10 to 624p, London 13 to 826p, Yorkshire 7 to 817p, Northern 6 to 647p, Southern 4 to 830p and Midlands 5 to 855p.

CU recommended

Commercial Union moved smartly forward with the help of a vigorous push from one broker and some background takeover talk.

Credit Lyonnais Laing, which had previously seen the stock as the best of a bad lot in the sector, turned more enthusiastic after taking a close look at some encouraging first-quarter figures announced on Wednesday.

Also, SBC Warburg was advising clients to switch from Prudential into CU on valuation grounds.

Finally, there was a ripple of bid talk. Societe Generale was cited as a potential suitor, due to its stake of just under 6 per cent in Commercial Union, and so, bizarrely, was Royal Bank of Scotland, which fell 11 to 489p.

There was no hiding the market's disappointment with food retailer Kwik Save, which yesterday reported interim figures below the market's lowest expectations.

The shares lost 40 to 428p, the day's worst performer in the FT-SE Mid 250 index. The company's meeting with analysts was said to have been

"disappointing" and one analyst said: "The outlook for the second half looks gloomy." That fact, together with the poor figures, triggered a wave of profits downgrades in the shares. The list of cuts included NatWest Securities, which reduced its full-year forecast by 18m to 244m.

Among property stocks, Argent was a feature after Warburg Pincus, a US investment group which holds the biggest stake in the company, reduced its holding.

Cazenove, the company's broker, was said to have taken on the 14.7m shares (around 24 per cent of the group's equity) and placed them with a range of institutions at 338p a share. However, the Seaq ticker had yet to register the trade by the time of the official close and there was no change in the group's prevailing share price of 350p.

Hopes for wider marketing links helped British Airways and the shares shot forward in above average volume. News that existing code sharing arrangements between KLM and Northwest Airlines might be coming to an end set City transport teams licking their lips at the prospect of BA filling an eventual gap. Last month BA hooked up on code sharing with America West Airlines. There was also talk that today's traffic figures for April will be relatively favourable. BA rose 5 to 534p.

Leading conglomerate BTX edged lower in heavy turnover as sentiment sagged. The group has been seeing institutions and the market coming from management has been mostly to do with long-term success but relatively tough trading in the meantime. The shares lost 2 1/2 at 519p.

A press report that Boeing had lost the race to help China build a new 100-seat airliner sent British Aerospace spinning higher. The Airbus consortium, in which BAe is a

founder shareholder, is now thought to be frontrunner to pick up what is seen by analysts as a breakthrough contract in an important new market. BAe shares jumped 16 to 879p, the day's best Footsie performer.

Regal Hotels Group, which was trading at 44p prior to suspension in January, returned to the market yesterday and raced up to close at 56p after exceptionally heavy turnover of 17m.

MSB International, the information technology recruitment specialist, made a sparkling debut. Placed at 190p, the shares closed at 245p, with turnover reaching 5.5m.

MARKET REPORTERS: Peter John, Josi Kibben, Jeffrey Brown, Lisa Wood.

FUTURES AND OPTIONS

Table with multiple columns showing FT-SE 100 Index Futures, FT-SE Mid 250 Index Futures, and EURO STYLE FT-SE 100 Index Options. Includes columns for Open, Bid, Price, Change, High, Low, Est. Vol, and Open Int.

TRADING VOLUME

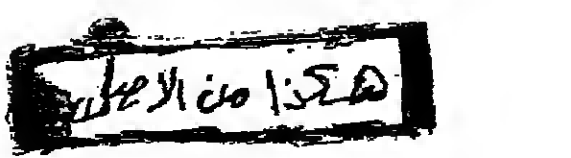
Table showing Major Stocks Volume. Columns include Stock Name, Vol. (000s), Closing Price, and % Change.

FT GOLD MINES INDEX

Table showing FT Gold Mines Index with columns for Index Value, % Change, and other metrics.

Unilever First Quarter Results 1996. Includes a large 'U' logo and text describing sales performance in Latin America, Europe, and Asia, along with financial results tables for 1996 and 1995.

FT-SE Actuarial Share Indices. Large table with multiple columns showing various share indices and their performance metrics.









NEW YORK STOCK EXCHANGE PRICES

Main table of stock prices with columns for stock symbols, prices, and changes. Includes sub-sections for 'Market Dynamics' and 'If the business decisions are yours, the computer system should be ours.' at the bottom left.

Market Dynamics
If the business decisions are yours, the computer system should be ours.
http://www.hp.com/computing
HEWLETT PACKARD

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Continued on next page



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NYSE PRICES

Main NYSE PRICES table with columns for stock symbols, prices, and changes. Includes sub-sections for 'Continued from previous page', '-V-', '-W-', '-T-', '-U-', and '-X-Y-Z-'.

NASDAQ NATIONAL MARKET

NASDAQ NATIONAL MARKET table with columns for stock symbols, prices, and changes. Includes sub-sections for '-E-', '-F-', '-G-', '-H-', '-I-', '-J-', '-K-', '-L-', '-M-', '-N-', '-O-', '-P-', '-Q-', '-R-', '-S-', '-T-', '-U-', '-V-', '-W-', '-X-', '-Y-', and '-Z-'.

AMEX PRICES

AMEX PRICES table with columns for stock symbols, prices, and changes. Includes sub-sections for '-T-', '-U-', and '-V-'.

Advertisement for 'France' featuring the headline 'Have your FT hand delivered in France.' and text about delivery services in various French cities.

Continuation of the NASDAQ NATIONAL MARKET table from the previous page, including sub-sections for '-E-' through '-Z-'.



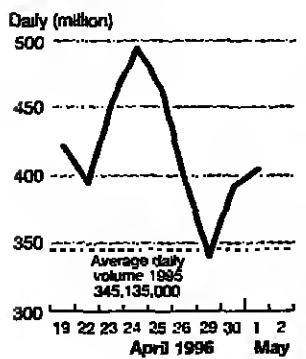
AMERICA

US stocks fall after release of GDP data

Wall Street

Tumbling bond prices pulled US equities lower in mid-session trading yesterday as investors in both markets were surprised by strength in the gross domestic product figures released by the Commerce Department, writes Lisa Branstetter in New York.

NYSE volume



5.63 to stand at 1,194.03. The Commerce Department said that GDP grew by 2.3 per cent in the first quarter, much faster than the 1.6 per cent growth most economists had expected.

Mexico swap pleases

Mexican equities reacted to news that the government had swapped Brady bonds for 30-year global dollar bonds with a rise in the IPC index of 21.34 to 3,298.53.

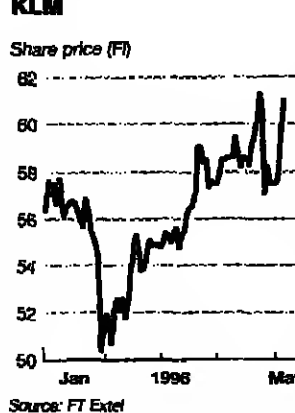
S Africa ahead but off highs

Johannesburg ended a quiet day firmer but off its highs, with golds up on a higher bullion price and industrial stocks stronger on renewed buying at current lower levels.

EUROPE

Bourses turn back on US economic statistics

KLM



The release of US GDP data scarred the Continent's markets. FRANKFURT, for instance, was steady in the Dax, which closed 2.94 down at 2,602.31, but when the US statistics became available the Dax retreated steadily to end at 2,465.49, tracking the movement of bonds.

Bremer Vulkan was suspended after falling sharply at the opening of trade on news that a court in Bremen had started bankruptcy proceedings against the company on Wednesday. The shares opened at DM1.03, down 40 per cent from its close on Tuesday.

ASIA PACIFIC

Nikkei cautious ahead of holiday as Seoul falls 2%

Tokyo

Caution over the course of currencies and interest rates prompted profit-taking ahead of the long weekend and the Nikkei average closed lower for the third consecutive day, writes Emiko Terazono in Tokyo.

Roundup

Profit-taking exacerbated by trade figures showing a widening deficit left SEOUL falling 2 per cent in very active trading, while Wednesday's arrest on corruption charges of the president of Korea First Bank added to the litters.

around the marketplace that its strategic link with Northwest Airlines of the US, might be about to come to an end. KLM denied the reports that were made in the local media. In a separate development British Airways later said that it would make no comment on reports that it might renew efforts to link with the Dutch carrier.

DSME closed FI2.90 ahead at FI174.80 in spite of revealing a 42 per cent decline in first-quarter profits, which was due to lower margins on plastics. However, there was a silver lining as the group said that the second quarter would show an improvement in business prospects.

SEATTLE

Seattle closed higher at \$11.80 in spite of a 2.3 per cent fall in the S&P 500. The index was supported by a rise in the Dow Jones Industrial Average to 4,299.93, the Standard & Poor's 500 had fallen 5.95 to 648.63 and the American Stock Exchange composite was down 1.51 at 582.27.

PHILADELPHIA

Philadelphia closed higher at 1,214.10 in spite of a 2.3 per cent fall in the S&P 500. The index was supported by a rise in the Dow Jones Industrial Average to 4,299.93, the Standard & Poor's 500 had fallen 5.95 to 648.63 and the American Stock Exchange composite was down 1.51 at 582.27.

Most companies involved in the Gemina-Ferruzzi merger benefited from news that the plan would not be carried through. Ferruzzi rose L6.20 to L86.8 and Gemina, off its best level, was still L3.4 higher at L715.9. Montedison dropped L15.1 to L835.

Overseas interest in metals helped the metal index rise almost 4 per cent to an 18-month peak of 3,636.04. Valmet was again strong on news earlier in the week of a

SINGAPORE

Singapore closed higher at 2,288.00 in spite of a 2.3 per cent fall in the S&P 500. The index was supported by a rise in the Dow Jones Industrial Average to 4,299.93, the Standard & Poor's 500 had fallen 5.95 to 648.63 and the American Stock Exchange composite was down 1.51 at 582.27.

HONG KONG

Hong Kong closed higher at 7,500.00 in spite of a 2.3 per cent fall in the S&P 500. The index was supported by a rise in the Dow Jones Industrial Average to 4,299.93, the Standard & Poor's 500 had fallen 5.95 to 648.63 and the American Stock Exchange composite was down 1.51 at 582.27.

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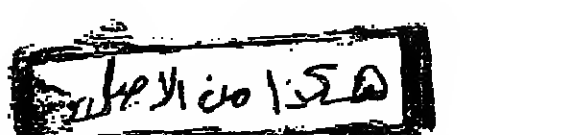
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FT/S&P ACTUARIES WORLD INDICES

Large table showing FT/S&P Actuaries World Indices for Wednesday May 1 1996 and Tuesday April 30 1996. Includes columns for National and Regional Markets, US Dollar, and Dollar Index.

Margined Currency Dealing advertisement for Laurion, featuring flexible managed accounts, limited liability guarantees, and low margin deposits.

Citicorp advertisement for U.S. \$250,000,000 Floating Rate Notes due November 1999, highlighting the U.S. 7% Fed Funds rate.





20/11/50

RECRUITMENT

JOB: Technology is increasingly removing the need for our traditional forms of employment

Paradise lost and the Protestant work ethic

The Protestant work ethic is such an enduring and persistent ideal that it underlines virtually everything we do in our jobs. Questioning the view that hard work is the foundation of a successful life is such a heresy that I hesitate to suggest it may have almost run its course.

Richard Cumberland, an 18th-century Bishop of Peterborough, once summed up the underlying philosophy when he said: "It is better to wear out than to rust out." Society has begun to test this statement on a grand scale as many of those in work wear themselves out, working 60-hour weeks, while those without work kick their heels in frustration and despair at the first signs of rust.

of technology? Certainly the keyboard strokes I am using to write these words seem destined to be overtaken by voice-recognition systems. It may not be too far into the future before law books are computerised and similar recognition systems are capable of digesting and assimilating the arguments in a court of law, weighing them against each other, using case history as a point of reference.

becoming the cheapest. People are now specifically targeted for replacement just as soon as the relevant technology is developed that can replace them. Even when displaced, people find other work, often at lower rates of pay. The exchange of well-paid manufacturing jobs for poorly paid service jobs is already a reality.

gone, when a comparatively small proportion of the population that we may still describe as the workforce is needed to do work? If machines can produce the basics of food, power and other commodities, we may have to cope with the idea that these goods might be free in the future, says Dunkerley. "Robots don't need wages. They are just there," he says.

when the British first colonised Kenya, they were dismayed to find that the locals were unwilling to work on their tea and coffee plantations. As a solution, the colonial government introduced a tax which forced people to seek work on the plantations to earn the money.

than give the produce away. "Agricultural land is removed from production even though there are hungry people. Building workers are unemployed even though there are homeless people. There are waiting lists for hospital treatment even though there are doctors and nurses enough to deliver medical treatment," he writes.

Richard Donkin

FLEMINGS

European Corporate Finance

Flemings is one of the leading UK investment banks with over 7,000 employees and 65 offices in 40 countries world-wide. Our focus on Continental Europe complements the Group's strong market positions in the UK and the Asia Pacific region.

The Role

You will be involved in marketing, structuring and executing cross-border investment banking business, specifically M&A advisory and equity capital markets opportunities in Europe, with an emphasis on France, Germany, Italy and Spain.

Requirements

- Minimum of 5 years experience in cross-border transactions gained in a top-tier financial institution.
- Strong analytical, technical and negotiation skills coupled with an entrepreneurial, creative outlook.
- Fluency (spoken and written) in English and at least one relevant Continental European language.
- Energetic and committed individuals who have an excellent academic background (2:1 degree or equivalent).
- Ideally a further professional qualification (MBA, ACA, etc).

These positions offer superb career prospects to a global investment bank committed to European Corporate Finance. Interested candidates should contact Christopher Squire or Richard Kellner at the address below.

Jonathan Wren & Co Ltd. Financial Recruitment Consultants, No.1 New Street, London EC2M 4TP. Telephone: 0171 623 1266, Facsimile: 0171 626 5257, Compuserve: 100446, 1551.

P30181

Editor - Investment Research London

Kleinwort Benson Securities is part of one of Europe's most successful investment Banks. Our research analysts perform a vital role in providing a comprehensive range of investment services to an impressive and continually expanding list of institutional clients.

A challenging position has arisen for an Editor to work in close consultation with our research analysts, assisting them in creating clear, concise investment recommendations within agreed standards of style and presentation.

You will possess a proven record of editorial skills within the financial sector, be knowledgeable of the investment research industry and be self-motivated, persuasive, yet diplomatic and well organised to meet strict deadlines. You need to demonstrate an aptitude and enthusiasm for effective written communication.

Ideally, you will already possess one or more of the following qualifications; Registered representative of the SFA; SEC Supervisory Analyst qualification and an appropriate accountancy qualification. We will however give every encouragement to the successful candidate to be trained to qualify in any of these disciplines.

If you are interested in fulfilling this important function within our research department, please write to Gill Crofton in Group Personnel, Kleinwort Benson Limited, 20 Fenchurch Street, London EC3P 3DB.

Kleinwort Benson Securities Limited



Les Echos

The FT can help you reach additional business readers in France. Our link with the French business newspaper, Les Echos, gives you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to further target the French business world.

Senior US Government Bond Trader

Our client, the investment banking arm of a major international Bank is seeking an experienced US Government Bond Trader.

Responsibilities will include market making, marketing to European and Asian accounts from London, trading US risk positions during European time frame and an ability to liaise closely with group companies in Europe and Asia.

Candidates will have at least 10 years experience in US fixed income markets with a broad knowledge of the US Treasury cash, futures and options markets including Government Sponsored Enterprises and Money Market products. Far Eastern work experience as well as a knowledge of Chinese and/or Japanese would be advantageous.

The Salary and benefits will be highly competitive and consistent with current market practice.

To apply please send your CV in strictest confidence to Ray Turnbull, Partner.

Following the relocation of its head office, this international media group (North America, Europe, Asia) based in Paris is seeking to recruit a

Treasurer

Paris

Reporting to the CFO, the successful candidate will have responsibility for the day-to-day management of the bank and the banks relationships.

- Main duties are as detailed below:
- Preparation of daily cash and weekly cash flow forecasts based on results reported.
- Liaison with all bank and noteholder contractual requirements.
- Review of expenses, budgets and associated variance analysis.
- Risk management and analysis of financial products.

Excellent Package

Development and control of treasury reporting within the subsidiary companies.

Ideally the successful candidate will have had international experience, be of graduate calibre, and should have had significant treasury experience gained either in a banking or commercial environment.

Interested candidates will send a completed CV including salary expectation, to Eric Gandibleu, Michael Page International, 3 boulevard Bineau, 92300 Levallois Perret, FRANCE. Fax: 00 331 47 57 3852 or telephone 00 331 47 57 2424.



Michael Page International

International Recruitment Consultants London Paris Amsterdam Düsseldorf Frankfurt Hong Kong Sydney

International Marketing Manager

Global Investment Funds City

Our client, with headquarters in the United States, is one of the world's largest Financial Services Groups employing 28,000 staff worldwide and managing in excess of US\$80 billion. Expansion of their global investment funds business, encompassing subsidiaries in Europe, Latin America and the Far East is actively taking place.

the appointee. A limited amount of overseas travel is envisaged.

Aged 25-35 and ideally a graduate, it is essential that you have gained 4-5 years experience in the investment sector in a marketing services role. Your copywriting skills are essential as is your ability to liaise with a wide range of people from many cultures.

Full responsibility for all aspects of the creation of marketing material on a worldwide basis is the prime focus of this role. Identification of selling opportunities leading to the creation of marketing campaigns; press liaison; image projection and the management of a small team will all be handled by

An excellent remuneration package includes a competitive basic salary, bonus and fringe benefits. To apply, please write enclosing your cv, (detailing your current remuneration package) quoting reference 1151 to Fiona Law at FLA Ltd, 211 Piccadilly, London W1V 9LD. Tel: 0171-738 9732.



SEARCH, SELECTION AND CONSULTANCY SERVICES

PRIVATE CLIENT PORTFOLIO MANAGEMENT

Bath based investment management company seeks experienced individual(s) to expand its private client portfolio management business. Existing client base would be an advantage but is not a prerequisite. Salary commensurate with experience and client base.

Please write in confidence to Box A5346, Financial Times, One Southwark Bridge, London SE1 9HL

STRATEGY CONSULTANTS / M&A PROFESSIONALS

ARC Associates provides the highest-level advisory services to firms in the telecommunications, technology, information and multimedia industries. The firm's strategic sectoral focus and the blend of staff from traditional strategy consulting companies and blue-chip investment banks allows it to offer a broad range of services to its clients, ranging from corporate strategy problem solving to a full range of investment banking services.

Our dual focus and broader service offering allows our professional staff to develop two sets of core skills simultaneously. We need to increase the London team by three professional staff today, and are looking for people who ideally satisfy the following criteria:

- Have 1-3 years experience in an investment bank (M&A or corporate finance) or strategy consulting firm
- Are fascinated by telecommunications and high technology, and the major impact which they are having on business and consumer environments
- Set the highest performance and quality standards for themselves
- Want to be rewarded based on the value that they contribute
- Are hungry to broaden their skill base
- Want to work in a specialised company environment and assume a wider set of responsibilities as a key member of a small but growing team

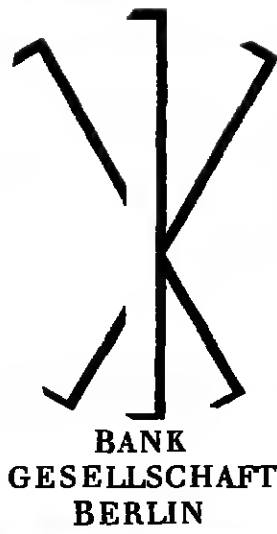


Those interested are asked to write, enclosing a full CV, to Will Iselin, ARC Associates, 26 Finsbury Square, London EC2A 1DS Telephone: 0171 614 4000



# IT City Appointments

## INVESTMENT BANKING I.T. SPECIALISTS OUTSTANDING CAREER OPPORTUNITIES IN BERLIN WITH INTERNATIONAL REMUNERATION PACKAGES



On January 1 1994 a new force in German and European banking was born when three of Berlin's leading banks merged to form Bankgesellschaft Berlin. With assets more than 270 billion DM, we have the financial strength to fulfil our commitment to become a top player in international investment banking. As well as rapidly growing our presence in such exciting capital markets centres as London, we are bringing together in Berlin an outstanding team of international investment bankers. To help drive and support their businesses, we are also building from scratch new front- and middle-office systems with state-of-the-art Information Technology. We are now seeking to add a number of key individuals to our existing multi-national team of IT specialists.

### RELATIONSHIP MANAGERS

IT is not simply supporting investment banking - it is actually shaping its operations and ensuring its future. We appreciate, therefore, that it is critical for the Bank's trading and IT professionals to work together to identify and capitalise on opportunities for profit. The role of the Relationship Manager (RM) is to ensure that this happens by being responsible to his/her business users for the satisfactory provision of all IT and organisational services according to their needs. We require three RMs who will report directly to our IT Director (Investment Banking) but work closely with a specific trading team. Each position requires experience of business analysis and IT project management in an appropriate investment banking environment accompanied by excellent oral and written communication skills in English (German would be an advantage).

#### Fixed Income

This position requires a wide-ranging knowledge of fixed income markets, and products. In particular we are seeking an individual with good working exposure to internationally traded government debt as well as Eurobonds. Repo and lending experience would also be highly advantageous. An understanding of the German domestic market would be useful. Ref: BGFT17

#### Interest Rate Derivatives

The role requires good understanding and experience of interest rate derivatives including Swaps, Futures and Options. The Bank is active in both exchange-traded and OTC products and would therefore appreciate familiarity with both product sets. Previous experience of working in Germany is not required. Ref: BGFT18

#### Credit & Risk Management

This position requires a broad knowledge of securities and derivatives trading with particular emphasis on the management, principles and practices of financial overall, market and credit risk. In particular you will be dealing with users from the finance, risk control and investment banking MIS departments. A broad understanding of recent international trends in regulatory practice is expected. Ref: BGFT19

All positions are based in Berlin and are permanent. They offer an extraordinary opportunity to shape your career and an investment bank in the earliest stages of its development. The bank will provide German language training where appropriate. For further information about the Bank, these roles and Berlin itself, please contact our advising consultant Kevin Davey of McGregor Boyall Associates, 114 Middlesex Street, London E1 2JL, Tel: +44(0) 171 247 7444, Fax: +44(0) 171 247 7475. E-mail: kdavey@mcgregor-boyall.co.uk. We will also provide details of the excellent remuneration packages available and the generous assistance we will provide with relocation. You can also visit us on the World Wide Web at <http://www.mcgregor-boyall.co.uk>

### BUSINESS ANALYSTS

#### Securities & Derivatives Trading

To work closely with trading units (Fixed Income, Equities, Money Markets etc.) analysing and gathering new requirements for proactive, profit-oriented middle-office technologists. You will have an excellent understanding of base-level business instruments (bonds, equities, money markets etc.) and be familiar with more complex instruments such as Futures, Caps, Floors, Options, Swaps in both equity and fixed income markets. You should also be conversant with recent international regulatory requirements. Ref: BGFT20

#### Credit & Risk Management

To analyse and gather new requirements from trading divisions (fixed income, equities etc) for our profit-oriented middle-office technologists and to then interface with other business divisions to explain how a particular trading division's requirements have been implemented from a risk management perspective. You should have a broad understanding of risk and of the products used to monitor and manage it at trading, counterparty, instrument, operational and business levels. This should include linear and non-linear risk measurement as well as statistical and historical simulation methods underpinning risk reporting. You should also be aware of recent international regulatory requirements associated with risk. Ref: BGFT21

You will work closely with our trading and risk analysts and assist them in understanding the more complex mathematical activities of the Bank and take a leadership role in designing and authenticating the various calculation mechanisms used in our Middle Office. Clearly you will need an excellent background in statistical mathematics, and be comfortable with standard components and approaches of investment data communications, relational and object databases. We are looking particularly for evidence of a practical, business-aware approach in your previous investment banking experience. Ref: BGFT22

McGregor ■ Boyall

A MAJOR NEW INVESTMENT BANK AT THE HEART OF A NEW EUROPE

# TECHNOLOGY, RISK and CONTROL

City (International Travel)

£ Exceptional & Banking Benefits

Rapid change is the rule in Global Financial Services and success is dependent on your ability to embrace this rule. J.P. Morgan continue to stretch their leadership in the industry by exploiting the opportunities of change and consistently initiating improvement within a dynamic framework of focused strategy and principles.

As a critical component of this framework, the global audit group provide independent assessment on technology, risk and control throughout the bank. Working on high profile projects within the organisation, the technology audit team are essential and fundamental contributors to J.P. Morgan's success.

Unique opportunities exist on the Technology Audit Team for those professionals who are excited by these changes and are committed to staying abreast of this rapidly evolving environment. Key to success within these roles will be your ability to evaluate and promote global system integrity whilst providing innovative and pragmatic solutions to the technology requirements of the business. The credibility and confidence to win the respect of senior management throughout the bank

and your commitment to being part of a global team is paramount in building the crucial links between the Business, Technology and Finance.

The ideal candidates will be graduates with a minimum of 3 years experience in either Audit, IT, Management Consultancy or Banking Finance and must be able to demonstrate an in depth understanding of Information Technology. This may include applications development and delivery, security, operating systems, LANs/WANs, client server technology, data communications, relational and object databases.

We look forward to hearing from you if you have the ability and the experience to make an impact and want to be part of a growing organisation in which talent is recognised and rewarded. Do not hesitate to telephone to discuss the roles further (0171 379 3333) or 0171 589 0989 (24hrs) alternatively send your CV to Martin Phillips or Keith Jones at Robert Walters Associates, 10 Bedford Street, London WC2E 9HE. Fax no: 0171 304 4131 E-Mail: martin.phillips@rwa.co.uk

## JPMorgan

### BANKING/FINANCIAL

**FIXED INCOME**  
to £60k + BANK BENS

Business Analysts with an excellent knowledge of either Fixed Income products or Equities are required to join this international finance house. Charged with the analysis of a number of new front office systems, your superb communication and Object Orientated analysis skills will be well rewarded. These are excellent opportunities to gain project ownership in a technologically advanced organisation.

**WINDOWS NT**  
to £45k + BONUS

Leading Investment Bank developing new applications for Equity Sales staff on the trading floor requires developers to work in elite team. Systems are implemented using Client/Server technology including Visual Basic, Excel, Visual C++, ODBC and SYBASE. You should have a minimum 2 years' Client/Server development using some of the above technology. You will be involved in all aspects of the development life cycle and work closely with the business.

**C++/MATHS**  
£30-50k + BONUS

Two financial engineers required with solid mathematics and C++ expertise. As integral members of a team supplying market risk information for fixed income, your primary activities will include relative value analysis, statistics and development of pricing tools for the trading desks. Highly numerate technicians with superior intellect need only apply.

**SYBASE**  
to £50k + BANK BENS

Leading Investment Bank seeks high calibre developers with solid SYBASE skills incorporating both design and development. Working alongside the traders, you will develop real-time applications so experience of C or POWERBUILDER and Rapid Application Development would be an advantage. Strong communication and presentation skills are essential. Superb opportunities to fast track your career.

**C or C++/UNIX**  
to £50k + BONUS

Premier Investment Bank requires high calibre developers. Based on the trading floor, you will develop analytic applications supporting a diverse group of Fixed Income products. Environment is SUN/UNIX/SYBASE moving to Object-Oriented architecture including C++, Rogue Wave Libraries, Object Centre and Rational Rose. Good degree, strong C++ programming and solid design skills. Preference given to candidates with SYBASE and financial expertise.

**C/C++/VISUAL BASIC**  
to £40k + BONUS

Talented C/C++/VB developers are required to join an elite team designing and implementing systems for the global distribution of financial data for an Investment Bank. You should have a minimum 18 months' experience developing and delivering systems to users. Exposure to Client Server, OO technologies and GIS is desirable. Excellent career prospects.

ARC are preferred suppliers to the top financial institutions. This is a selection of current opportunities in the City. We have many more. Our consultants have an in-depth understanding of this market and how it can work best for you, so please call Isabel Blackley or Paul Wilkins on 0171-287 2525 to discuss your options. Alternatively please send, fax or e-mail your CV to us at: ARC International, Recruitment & Consultancy Services, 15-16 New Burlington St, London W1X 1FF. E-mail arc@ijobs.co.uk Internet <http://www.ijobs.co.uk>

Tel: 0171-287 2525



Fax: 0171-287 9688

### COMPUTING DEVELOPMENT MANAGER

CITY • £60,000 + BENEFITS

Our client is a leading international financial services company specialising in the provision of money and securities broking services.

A commercially oriented IT professional is now sought to lead the development of core trading and business systems throughout the organisation. Working closely with IT colleagues, business users and senior management, the appointed candidate will advise on strategic technology direction as well as define new development projects and ensure the delivery of innovative, leading edge solutions. Managing a team of 24 staff, this challenging role will involve co-ordinating multiple projects as well as managing third party supplier relationships. Applicants should be graduates, preferably in mathematics or computing, with proven project

management and systems development experience gained ideally with a leading employer in the financial markets. An in-depth understanding of networks software, UNIX, client server applications development and mathematical modelling is required which should be matched by a strong programming background and an appreciation of OO techniques. Key to the success of this role are strong communication skills and the ability to lead, motivate and develop IT staff.

In the first instance please write in confidence enclosing your CV to John Maxted at Digby Morgan Consulting, London House, 53-54 Haymarket, London SW1Y 4RP. Tel 0171 321 0640. Fax 0171 930 4261. E-Mail digby.morgan@dial.pipex.com

DIGBY MORGAN CONSULTING  
Executive Search • Selection • Human Resources

## Outstanding IT Professionals City

High profile and reputable City institution. Demanding, discerning client base. Employs c.250 people. Critical to the success of the business is its substantial investment in client-server/Oracle-based computer systems. The continuing requirement for new systems and ever higher levels of service has created two excellent career opportunities.

### Corporate Project Manager

**THE POSITION** c.£50,000 Package  
◆ Champion conception and delivery of major strategic IT and business initiatives. Control programme implementation. Manage risk.  
◆ Lead teams of business and IT staff. Ensure all projects move forward at correct pace and budget.  
◆ Provide internal IT consultancy. Input to strategic planning. Communicate initiatives to all levels.

**QUALIFICATIONS**  
◆ Graduate, with 10 years' IT experience. Proven track record in the delivery of sizeable IT-related projects.  
◆ Large consultancy or IT service provider schooled. In-depth understanding of system design, databases and client-server environments.  
◆ Highly credible at senior levels. Exceptional written and verbal communication skills. Team player. Financial services knowledge an advantage. Ref SL60404FT

Please send full cv, stating salary, quoting relevant reference, to NBS, 7 Shaftesbury Court, Chalfont Park, Slough SL1 2ER

### Operations Manager

**THE POSITION** c.£45,000 Package  
◆ Plan and manage delivery of a resilient, reliable and flexible IT infrastructure.  
◆ Manage team. Ensure standards and procedures are in place and followed. Recommend and implement change.  
◆ Set up service level agreements. Develop people skills. Manage vendors.  
**QUALIFICATIONS**  
◆ Experienced IT operations professional with proven success in managing a sizeable UNIX environment.  
◆ In depth understanding of latest client-server, PC and communication technologies. Familiarity with Novell an advantage. Commitment to service excellence.  
◆ Creditability with IT staff. Structured and systematic approach. Attention to detail.

Ref SL60405FT

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# IT Senior Appointments



## Information Services Manager - Northern Europe

Location: Paris or Brussels

H.J. Heinz Company today markets more than 4,000 brands around the world. 1995 saw sales grow 15% to \$8.5 billion a far cry from the original 67 brands touted in advertising at the turn of the century. Over the years Heinz has expanded its core business and continues to grow through the acquisition of many renowned brands and world class factories.

Due to career progression within our organisation we are now in search of a I.S. Manager for our Northern European operations.

The function will report temporarily to the Director of Logistics and manage 5 direct reports. Outlined below are the major responsibilities for this challenging appointment:

- To maintain, manage, improve and control information services throughout Northern Europe in order to optimise operating efficiency across the business.
- To direct and evaluate studies of the economics of possible alternative processing methods.
- To provide advice and counsel to the Northern European Management Board concerning the applications of Information Technology.
- Review present system strategy, proposing appropriate changes to increase efficiency and reduce costs.
- Keep abreast of new developments in the Information Technology world.

• Manage, appraise, motivate and challenge I.S. personnel, ensuring service level agreement with users are achieved.

In order to fulfil these responsibilities you will need to be able to operate in a multi-cultural environment combining an international perspective with local market knowledge. You will be a highly self-motivated individual who can demonstrate a successful track record of delivering critical solutions to Business Information Systems within an international environment.

You need to have excellent communication skills along with fluency in English and at least one other European Language.

This is outstanding opportunity to influence the direction of Information Systems in one of the best known household brands in the world. Heinz rewards excellence, welcomes ambitious people and will provide the challenge and environment to ensure you fulfil your maximum potential. Relocation assistance will be provided.

For a confidential discussion please contact our advising consultants David V Holloway or Mark Pockole at Drex Dearman Associates quoting the ad reference FT0046 using one of the following methods:

- Telephone: + (44) 171 419 0229 or + (44) 171 209 1000
- Fac: + (44) 171 209 0001
- By Post: Charlotte House, 14 Windmill Street, London W1P 2DY, UK
- E-mail David@dearman.demon.co.uk.

DRAX DEARMAN ASSOCIATES

Six figure package Global Financial Services London

## Head of Production Systems

One of the world's leading integrated securities houses with a reputation for innovation and excellence seeks a talented IT professional for a high profile, pivotal role within its European technology organisation. This is an exciting opportunity to contribute to the success of an industry leader through the provision of high quality systems and services. The position offers excellent prospects for career progression.

### THE ROLE

- Responsible to the Head of Technology Europe for the delivery of all production systems throughout the region, ensuring that agreed service levels are met in terms of timeliness, reliability and dependability.
- Lead and motivate over 50 staff responsible for data centres, networks, market data services, help desk, logistics, systems administration and computer and network security within a distributed technology environment.
- Work closely with senior business users and IT development teams to formalise operational procedures and improve service. Plan the development of the IT infrastructure to support future business needs.

### THE QUALIFICATIONS

- Graduate, aged 35 to 45, with a good technical degree and preferably a postgraduate management qualification. At least twelve years' experience managing complex production systems in a disciplined, international business, not necessarily in financial services.
- Deep understanding of how to develop and manage a controlled production environment that is flexible enough to meet the needs of diverse, geographically dispersed users.
- Mature and self-confident, with high levels of energy and commitment and the flexibility to work long hours and travel as needed. Decisive team player with excellent communication skills and the ability to build relationships at all levels in the organisation.

Leads 0113 2307774  
London 0171 493 1238  
Manchester 0161 499 1700

**Selector Europe**  
Spencer Stuart

Please reply with full details to:  
Selector Europe, Ref. FT1270568,  
16 Canynge Place,  
London WC2E 9DF

## Ericsson Hewlett-Packard Telecommunications LEADERS IN TELECOM MANAGEMENT

Ericsson Hewlett-Packard Telecommunications is a leader in telecommunications management support systems. Our collaboration with Ericsson and Hewlett-Packard,

including their activities in over 100 countries, enables us to supply our customers with local sales, service and support, almost anywhere in the world.

### BUSINESS & LEGAL ADVISER

Location: Grenoble, France

The Business & Legal Adviser will help ensure our intellectual property rights are skillfully handled and properly protected, assist in the negotiation of software licensing agreements, educate personnel and develop internal competence with regard to legal matters.

An ideal candidate will have 3 to 5 years experience negotiating software licensing and protection

agreements, legal knowledge of intellectual property rights and contracts, and a thorough understanding of modern business practices and procedures. This person should be an effective communicator, results oriented, with a high energy level and leadership skills.

For further information please contact either Birgit HJELM PICHAT at +(33) 76 62 45 34 or Claes GISLE at +(33) 76 62 45 31, in Grenoble, France.

FAX: +(33) 76 62 45 33.

Applications in English along with your curriculum vitae and salary expectations must be received before May 10, 1996 by:

Ericsson Hewlett-Packard Telecommunications  
Attn: Claes GISLE  
Miniparc Alpes-Congres  
1, rue Roland Garros  
F-3820 EYBENS  
France



## Director of IT

Central London

£60,000 + benefits

Our client is an international oil company with extensive interests worldwide. It provides a group of petroleum operating companies with a wide range of services, covering financial, legal, human resources, office administration and full technical and engineering activities. The increasingly sophisticated support demands have created the need for a high calibre IT leader to be appointed to define and implement a global IT strategy which will enable the operating companies to effectively communicate with each other and to support their IT activities.

Reporting to the Managing Director in London, key responsibilities will include the formulation of a global IT strategy that meets the needs of the operating companies, the support of development of computerised management information systems and the support of all hardware/software purchase and consequent supply liaison, if requested.

The successful candidate must have business acumen and communication skills to function

effectively as a senior executive. The company's culture is one of both team work and leadership and the appointed candidate will therefore require excellent facilitation and consulting skills.

Applicants should be experienced IT professionals with demonstrable track record in development of IT strategy, PC networks and implementation of packaged solutions. A strong technical understanding of the petroleum industry and the ability to operate in a multi-cultural international environment will be essential attributes.

Please send your curriculum vitae with an explanation of how you meet these requirements quoting your current salary and ref. SK724 to Suzanna Karoly, Ernst & Young Management Resourcing, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 1NH.

**ERNST & YOUNG**  
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Will Thomas +44 171 873 3779  
Clare Bellwood +44 171 873 3351

# IT City Appointments

## Contracts and Interim Management Positions in Investment Banking IT

### APPLICATIONS DEVELOPER (TRADING SYSTEMS)

C++, Unix

Our client is one of the world's leading financial markets institutions. They are seeking an experienced applications developer to join a small team developing proprietary trading systems. Specific responsibilities will include design and programming. Prior experience of trading systems development is vital - exposure to Model Systems, Tektronix and fixed income will be welcome.

Ref: CTF111

### UNIX SYSTEM ADMINISTRATOR

Solaris 2, TCP/IP

This leading financial bank urgently requires a Unix system administrator to work on multiple in-house applications. Key to the role is the provision of integration and segregation of various in-house applications and versions to a single operating environment. In addition to Solaris systems administration and TCP/IP experience, you must have knowledge of third party software installation and, ideally, software development.

Ref: CTF112

### SYSTEMS DEVELOPER (BONDS/REPOS)

Unix, C++, Model, Sybase 10, Open Server

This is an excellent opportunity to connect at a fast-growing international house. As a senior developer you will be tasked with close user contact, design and implementation of various new developments. In addition to excellent technical skills you must demonstrate experience in knowledge of basic bond market issues. Repo experience will also be particularly advantageous.

Ref: CTF113

### ANALYST PROGRAMMER

RAD, Powerbuilder, Sybase

This major European bank requires a contractor for 12 months to help form a client development group using OO standards to form user relationships. You will have experience of working on RAD case size based projects and application development within currency dealing, wholesale banking or banking MIS management accounting. Excellent communication skills are essential.

Ref: CTF114

### SERVER GROUP PROFESSIONAL

SQL/Sybase, PC, Case Tools

This European house is seeking a developer with excellent Sybase skills and some DBA experience to work on client development projects. In addition to Sybase development expertise, you will ideally demonstrate experience of data design (preferably with ERWIN), SQL development and debugging and C/C++ interfacing skills. Unix skills will be particularly useful.

Ref: CTF115

### PROJECT MANAGER (SWAPS) NEW YORK

C++, Unix, Sybase

This is an excellent opportunity to contract in New York at the headquarters of one of the world's largest investment houses. Your C++, Unix and Sybase skills will be excellent. Your business experience is equally critical to your application. This is a high-profile contract in a key business area and you must demonstrate an in-depth track record of working with SWAPS.

Ref: CTF116

### ANALYST PROGRAMMERS x5 (CONVERTIBLE BONDS)

C++, Sybase

As one of the world's most prestigious banking organisations our client is seeking to recruit five analyst programmers to maintain and develop their reputation as a provider of leading edge business technology. You will have C++ and Sybase skills of the highest calibre - this will be enhanced by experience in Apple or Nish or PVWare. Relevant business knowledge is essential.

Ref: CTF117

### BUSINESS ANALYST GERMANY

Gloss, C++, Unix, Sybase

Our client, one of Germany's largest financial markets institutions, is currently seeking a contract Business Analyst to work in Germany. Your success in this role will depend on a combination of first-class technical skills in Gloss, C++, Unix and Sybase and a demonstrable track record in settlements issues.

Ref: CTF118

There is a broad consensus among research firms that 1996 and 1997 will see a sustained demand for IT specialists in investment banking, particularly in dealing room build and implementation, front-end risk monitoring applications development and global settlement systems. This trend, combined with a general search to new technologies (for example COA, COB, and NI for both client and server applications), will sustain an overall demand for hand-on technologists and project managers who can combine financial markets experience and proven expertise in specific technologies. McGregor Boyall Contracts specialise solely in financial markets IT. We have an established reputation for matching skills and experience with challenging short and long-term contracts in the City and other major European financial centres.

For further information regarding these contracts, including duration and rates, please contact Albin Singleton on 0171 247 7433. Alternatively, send your CV to McGregor Boyall Contracts, 714 Mid-Berwick Street, London E1 7JH. Fax: 0171 247 7404; e-mail: alsingleton@mcgregor-boyall.co.uk

McGregor Boyall ■ Contracts

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## Before you make any big decisions, check out the competition.

### Competitor and Market Analysis Manager

**£45,000 + car + benefits**

British-American Tobacco is a clear leader in a competitive and fast moving business. Multi-national, multi-cultural and multi-disciplined, we are a first-class tobacco company with operations in over 80 countries and on every continent. With over 12% of world sales, our famous brands account for more than one in ten of all cigarettes sold around the globe. A successful and growing business, the focal point of our marketing strategy is a portfolio of leading international, regional and national brands which spearhead our expansion world-wide. Our competitor and market analysis team is firmly centre-stage as the provider of the critical market information that underpins sound marketing strategy.

We now seek an exceptional professional to join this influential team, which is based in our Global Marketing Department. Working closely with the British-American Tobacco Board, Global and Regional Marketing management as well as the Marketing Directors of our overseas operating companies, you will develop a leading-edge competitor information and analysis system which will secure our competitive advantage around the world. The role involves conducting reviews and analyses of competitor activities with the objective of adding value to the marketing management process. You will also enhance existing data collection and analysis systems whilst championing the introduction of state-of-the-art competitor analysis tools. This is an excellent opportunity for an outstanding individual. In your late 20's or early 30's, you will be a graduate, possibly with an MBA, with highly developed analytical skills. Your functional background is less important than your ability and your potential - our requirement from you is simply an exceptional track record in a bluechip environment where you have used your drive, intellect and commercial acumen to add significant value to a business. Critical to your success in the role will be your personal credibility, confidence and ability to influence at the most senior levels. Above all, you must be a resourceful networker, able to achieve results through others in an international business. Computer literacy is essential.

Our offer is straightforward: an environment where you can stretch your capabilities and be developed to a British-American Tobacco standard of global excellence. If you have got what it takes, opportunities to fulfil your real potential are unlimited. Contact Mary Alexander, Resourcing Manager, British-American Tobacco, Millbank, Knowle Green, Staines, Middlesex TW18 1DY.

**BRITISH-AMERICAN TOBACCO**

### BROKER, UNITED STATES GOVERNMENT SECURITIES - LONDON DESK

**COMPETITIVE SALARY PLUS BONUS AND BENEFITS**

Our Company is a large diversified broker in global government and corporate markets. The United States Government Securities desk in London has strong links with our parent company's successful desk in New York.

<b>JOB DESCRIPTION</b>	<b>CANDIDATE PROFILE</b>
<ul style="list-style-type: none"> <li>Manage all aspects of the London desk and broker trades.</li> <li>Create and develop computer relationships with major customers.</li> <li>Keep US management abreast of development in the UK.</li> </ul>	<ul style="list-style-type: none"> <li>Experience of working in and thorough understanding of the US Government Debt Securities market.</li> <li>Familiar with modern trading and systems.</li> <li>Excellent communication skills.</li> <li>Good university degree.</li> <li>Team player.</li> </ul>

To apply please send your CV, in strictest confidence, to:  
Box AS822, Financial Times, One Southwark Bridge, London SE1 9HL.

### GENERAL MANAGER - EUROPE

Our client, a major international manufacturer of separation systems based in the United States, is seeking a unique individual for the newly created position of General Manager-Europe. Reporting to the President of the company, you will be responsible for creating a structure that coordinates all facets of our European business centers in order to obtain maximum leverage for Europe in sourcing, commercial development, marketing, and administration.

You must possess outstanding management skills and be willing to travel among our European (France, Germany, The Netherlands), United Kingdom and U.S. offices on a regular basis. Because our organization is multi-cultural, candidates with international experience are preferable. The ability to communicate effectively is imperative, as are an existing fluency in English and the desire to become fluent in French and German. A strong financial background, an entrepreneurial spirit, and a market-based management philosophy are all major assets. An advanced education in business (MBA or equivalent) in conjunction with an undergraduate degree in an engineering discipline is ideal. Separations or capital equipment experience helpful. Please write to: The Financial Times, Box # AS340, Number One Southwark Bridge, London UK SE1 9HL.

## ING BANK

### Head of Operations and Finance

ING Bank holds a leading position in corporate and investment banking in the emerging markets. Their continued expansion in the world's fastest developing regions underlines their requirement for exceptional individuals to run the operations side in a number of key locations.

Reporting to the General Manager and functionally to head office in Amsterdam, these positions offer a challenging opportunity with a wide remit which includes responsibility for operations, systems, finance, legal and general administration.

The successful applicants will be able to demonstrate:

- A thorough knowledge of international banking, ideally with an investment banking flavour, including trade and export finance, private banking, treasury and loans administration.
- A strong track record of successful management, the ability to train and delegate as well as forming positive relationships with colleagues and fostering a team approach.

Ideally this experience will have been gained in a major international financial institution which has involved considerable overseas experience.

Competitive ex-patriate packages including relocation expenses are offered for these excellent career opportunities.

Please send a detailed Curriculum Vitae quoting reference MHI596 to: Rochester Partnership Limited, 7 St Helen's Place, London EC3A 6AU. Tel: +44 (0)171 256 9000. Fax: +44 (0)171 256 9111.

**ROCHESTER**

### The World Bank, the leading multilateral lending agency in the field of global economic development, is seeking qualified individuals for the following positions:

## Project Finance Specialist

**DUTIES/RESPONSIBILITIES:** Take lead responsibility in assisting Bank managers in putting together, complex financing packages involving export credits, commercial bank financing and development assistance financing from bilateral or multilateral sources; provide advice on borrowing cost reduction and on feasible market techniques by which exchange and interest risks could be contained.

**REQUIREMENTS:** Advanced degree in Economics or Finance; at least 5 years relevant experience in a lead role arranging export credit financing or bank project financing for large projects (preferably in infrastructure, power & energy sectors) both in traditional and limited recourse basis; operational experience with project finance in commercial bank medium term lending; excellent negotiation and communication skills; proficiency in English and one other language (preferably French, Spanish, Chinese, or Russian). **CODE: CFS/96**

## Capital Markets Specialist

**DUTIES/RESPONSIBILITIES:** Work on the development of securities markets in the financial systems of developing countries; analyze the economic, regulatory, and institutional aspects of securities market operations in developing countries; and formulate policy & operational recommendations to promote the role and effectiveness of securities markets.

**REQUIREMENTS:** Advanced training in finance, economics, or business; at least 5 years experience in a senior position in a central bank, regulatory agency or self-regulatory agency, or in the treasury function, asset-liability management, strategic financial planning or advisory unit in a commercial or investment bank; hands-on knowledge of market dealing, accounting and back-office functions; knowledge of securities market policies and practices including regulatory and supervisory frameworks; ability to design, plan, and implement financial market arrangements for a financial center; capacity to provide technical assistance and advice on market practices, rules and regulations; thorough understanding of macro-financial policies, open market operations, and techniques of monetary management. **CODE: FSD/96**

Both positions are based in Washington D.C. Salary and benefits are internationally competitive. To apply, please fax a detailed resume or curriculum vitae, indicating the job code, to **FAX 202-477-1831**, or mail to **THE WORLD BANK, STAFFING CENTER, Room D-4140, 1818 H Street, N.W., Washington D.C. 20433, USA**, within 14 days of this advertisement.

**The World Bank**

### MARKETING DIRECTORS, EXECUTIVES AND FINANCE MANAGERS

#### DENA LTD INTERNATIONAL TRADING

**c. Salary Neg. Enfield**

An outstanding opportunity to be part of a newly established marketing company with a projected turnover of £100m in its first year. We are aiming to cover the EU, the Ex-Comecon countries as well as Turkey, India, USA and the Far East.

We are looking to form a Management Team who are highly motivated. The suitable candidates must have an International Marketing background which will enable them to enhance the company's business connections.

The ideal candidate will possess International Marketing knowledge in his relevant geographical area.

We are offering an excellent package to the right candidates. Interested professionals to forward their CVs and their handwritten cover letters in the strictest confidence to:

**Dena Ltd, Dena House, Progress Way, Enfield, Middlesex EN1 1UU (Tel. 0181-366 6623 Fax 0181-366 6614/5)**

## Assistant Equity Fund Manager

The ideal candidate will possess a strong track record in previous performance. The individual will have at least 4-5 years' experience, sound knowledge of the above markets and the drive and ambition to produce results.

This challenging and demanding role presents a unique opportunity for a high calibre individual to further develop their career within their chosen market.

**Please write enclosing your C.V. to: PO Box 984, London EC4R 2TL.**

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**DYNAMIC MANAGEMENT TEAM WITH RETAIL & SERVICES START-UP EXPERIENCE SEEKS NEW PROJECT IN ITALY**

Contact: C. Pelacconi  
Tel: 39-2-8382793  
Fax: 39-2-4840302

## Japan & Far East Fund Manager

### Excellent Salary + Structured Bonus + Benefits

The Investment Management subsidiary of a Merchant Banking Group wishes to appoint a talented Fund Manager to lead the Japan and Far East desk. The ideal candidate must be able to demonstrate a strong track record in previous performance. The individual will have at least 4-5 years' experience, sound knowledge of the above markets and the drive and ambition to produce results.

This challenging and demanding role presents a unique opportunity for a high calibre individual to further develop their career within their chosen market.

*For a confidential discussion please contact Patrick Morrissey, Tel: 0171-236 2400, Fax: 0171-236 0316 or apply in writing to Sheffield-Haworth Ltd, Prince Rupert House, 64 Queen Street, London EC4R 1AD.*

**SHEFFIELD-HAWORTH**  
Consultants in Search and Selection

### Compliance Manager & Company Secretary

#### Director Designate, Underwriting Company

Our client is a long-established combined agent at Lloyd's managing a Syndicate in addition to the Members Agency. As a result of reorganisation there is a need for a Compliance Manager. On completion of the restructuring, during 1996, the recruit will become a Director and Company Secretary of the new company.

Responsibilities will be for ensuring a rigorous compliance environment and for initiating new working practices to conform to the regulatory environment. This will include financial and management reporting, methods and systems, documentation, external communications, the supervision of timely and accurate returns to the regulatory body and monitoring compliance with new requirements as they are notified.

Responsibility will also be taken for accounting, office management and training and development. Candidates should be qualified Accountants or Chartered Secretaries or ACII and have at least three, and preferably five, years of Lloyd's market compliance management experience. At least part-achievement of the Lloyd's regulatory qualification is desirable. Age range is 40 to 50 with some flexibility either side. Salary is in the range of £40,000 to £45,000 plus benefits.

Please forward a full CV, with salary details, quoting reference number 1232, to Tony McKiddie, Kidsons Impney Search & Selection Limited  
29 Pall Mall, London SW1Y 5LP Tel: 0171 321 0336 Fax: 0171 976 1116

**KIDSONS IMPEY Search & Selection Limited International Search Group**

### Managing Director (Designate) Underwriting Company

Our client is a long-established combined agent at Lloyd's managing a Syndicate in addition to the Members Agency. On completion of a restructuring, during 1996, the recruit will become the Managing Director of the new company. General management responsibility will be taken for all aspects of the business and there will be particular emphasis on liaison with capital providers and upon business development. The position may not require a full working week. Applicants, probably aged over 45, will ideally have had significant, prominent and successful association with the Lloyd's/London insurance market. Salary will be negotiated against expected contribution to the company.

Please forward a full CV, quoting ref. no. 1250, to Tony McKiddie, Kidsons Impney Search & Selection Limited  
29 Pall Mall, London SW1Y 5LP Tel: 0171 321 0336 Fax: 0171 976 1116

**KIDSONS IMPEY Search & Selection Limited International Search Group**

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Handwritten note: 150/100

**WestMerchant**  
A member of the WestLB Group

## Corporate Finance Manager

### Excellent Package

Superb opportunity for talented professional to join highly-successful corporate finance team.

#### THE COMPANY

- ◆ One of the most profitable London-based investment banks with international office network.
- ◆ Expanding and successful corporate finance team with a clear European focus.
- ◆ Strong track record and positive cross-border M&A deal flow.

#### THE POSITION

- ◆ Full responsibility for all aspects of transaction execution.
- ◆ Assist in developing knowledge, contacts and business worldwide. Extensive client contact.
- ◆ London based (at least initially). Dynamic structure and teams in Berlin, Düsseldorf and New York provide outstanding opportunities for effective performers to develop their careers.

Please send full cv, stating salary, ref FS6407, to NBS, 10 Arthur Street, London EC4R 9AY



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Edinburgh • Glasgow • Leeds • London  
Manchester • Slough • Madrid • Paris

### Opportunities abroad

Key aspects of Government Reform Project (KAGORP) - funded under the British Government's Know How Fund for Eastern & Central Europe.

#### Ukraine

### Advisor to the National Bank of Ukraine

Duties include: to advise and assist the National Bank of Ukraine in the reform of the accounting system in the banking sector. The postholder will work to the Chief Accountant and assist with the implementation of banking reforms which will enable the Ukrainian banking system to function on the basis of internationally accepted accounting standards.

Qualifications and Experience: EU national; fluent Russian and/or Ukrainian speaker; knowledge of both western and FSU accounting systems; recent experience of assisting with the delivery of an implementation programme for economic reform; good interpersonal skills; experience of working in a UK and an overseas bank.

Salary: £34,500 to £50,000 depending on qualifications and experience.

Contract: one year, commencing mid-June 1996.

Benefits: free accommodation; airfares and baggage allowance; medical cover; superannuation compensation allowance of 18.75 per cent of salary.

Closing date: Wednesday 22nd May 1996.

Requests for further details and an application form, quoting post reference: 96/S/004 and enclosing an A4 r.a.e. (RSP), to: Overseas Appointments Services, The British Council, Metlock Street, Manchester M15 4AA.

Telephone: 0161-957 7388. Fax: 0161-957 7397.

The British Council and the ODA are committed to a policy of equal opportunities.

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### ANALYSTS WANTED

Experienced analysts who have left the City, or are thinking of doing so, are offered the opportunity to WORK FROM HOME on research projects at CITY RATES OF PAY

Tel: 0171 351 1963

### APPOINTMENTS WANTED

#### Software Startup seeks MBA/FCA!

Explosively energetic MBA (or similar mgt/acc qual) sought for new software Co. (as shareholder) to join R&D team in creating revolutionary business software (for worldwide market). Must survive low wages during 18m R&D!

J Friedman - 01522 696911

#### SENIOR FIXED SALESMAN

Experienced, energetic, self-motivated, and results-driven sales professional with a proven track record in the financial services industry. Seeking a challenging role in a dynamic environment. Please apply to Box 4533, Financial Times, One Southwark Bridge, London, SE1 9HL.

#### PRIVATE BANKING/FINANCIAL MARKETING

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37, Manager, Italian, 11 yrs Marketing and Sales experience in Multinational Advertising Agency. Bank Companies seeks a challenge.  
Please write to Box 4534, Financial Times, One Southwark Bridge, London, SE1 9HL.

## Head of Credit

To £60,000 + Benefits

Superb opportunity to lead the credit function in a dynamic, profitable City institution.

#### THE COMPANY

- ◆ Market-leading, global futures broker. European headquarters in City of London. Profitable.
- ◆ High-value deals on all major international exchanges. Futures, commodities and arbitrage. Fast-paced business.

#### THE POSITION

- ◆ Report to MD. Responsible for rigorous credit analysis and procedures across the business. Lead small team.
- ◆ Constantly review and enhance credit policy. Liaise with regulatory authorities. Work to tight deadlines.

- ◆ Liaise across departments in London and internationally. Prepare and review recommendations to Credit Committee. Regular reviews of existing lines.

#### QUALIFICATIONS

- ◆ Graduate calibre, possibly ACA or similar credit training. Minimum 7 years' credit experience.
- ◆ Excellent analytical ability. Tenacious with astute commercial judgement.
- ◆ Comfortable in dynamic, demanding environment. Persuasive and articulate with strong interpersonal skills. Highly credible team player.

Please send full cv, stating salary, ref FS60501, to NBS, 10 Arthur Street, London EC4R 9AY



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## Financial Controller

Budapest

\$ Attractive Package

Our client is a growing force in telecommunications in Central and Eastern Europe. It now owns 12 companies located in Hungary, Poland, the Czech Republic and Romania, and plans further acquisitions.

They now seek a commercially minded Financial Controller to play a key role in the financial and commercial development of their businesses in the region. Reporting to the CFO, responsibilities will include monthly management reporting to the US, implementation of systems and procedures, ensuring local statutory reporting requirements are adhered to as well as supervising tax and treasury matters. In addition, he/she will assist in assessing new business opportunities and help in developing local staff.

The successful candidate will be a qualified

accountant with industrial experience, preferably gained within a telecommunications or hi-tech environment. A high degree of computer literacy together with a knowledge of International Accounting Standards are required.

The person will also need to demonstrate strong organisational and interpersonal skills. Previous experience of working within the region and/or any relevant language ability would be advantageous but not essential.

Interested candidates should forward a comprehensive CV, stating a daytime telephone number and current remuneration details, quoting reference 287957, to Hugh Eyward, Director at Michael Page Eastern Europe, Page House, 39-41 Parker Street, London WC2B 5LH, or fax +44 (0) 171 404 6370.



Michael Page Eastern Europe

International Recruitment Consultants

### ACCOUNTANCY APPOINTMENTS

## FINANCE DIRECTOR

Milton Keynes £50,000 + car + bonus + s/options

Our client is a highly respected plc, a market leader within its field and, due to the nature of the multi-sited service it provides, a well known household name. Over the last year the combination of acquisitions and the introduction of sophisticated information technology has transformed the scale of operations and provided a distinct commercial advantage within the marketplace.

As a direct consequence of this growth a Finance Director is now sought for a key £30m t/o division. Prime duties will be to establish tight financial controls, extend the IT capabilities from the commercial operations into finance and, most importantly, to work with the board to provide divisional strategy and development.

Candidates will be qualified accountants, probably aged late thirties, with a proven track record of senior management achievement ideally gained in a sales and marketing multi-site environment. Strong management, communication and teamwork skills are essential coupled with a clear pragmatic approach. This is a highly visible role within the plc and one that requires energy, enthusiasm and commercial credibility at the most senior levels.

Please write enclosing full curriculum vitae quoting ref 648 to: Philip Cartwright FCMA, Cartwright Consulting, 3 Wigmore Place, Cavendish Square, London W1H 9DB  
Tel: 0171 371 9476 Fax: 0171 371 9478

**CARTWRIGHT CONSULTING**  
FINANCIAL SELECTION & SEARCH

**WICKED WEB LTD.**, a UK Internet Web Site design co. seeks Director-Business Development. Skills required: in depth knowledge of technical and legal development of the Internet in US and UK and extensive legal and industry contacts in US and UK. Ann. Salary: £25,000. Tel: UK(0)171 829 8323.

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appears in the UK edition every Wednesday & Thursday and in the international edition every Friday.  
For further information please call: Andrew Stanzeid on +44 0171 574 6054

## EUROPEAN CORPORATE AUDIT

### Challenging Role within Global Technology Group

With operations spanning 70 countries and a turnover in excess of US\$2.2 billion this rapidly growing international group has achieved significant competitive advantage in their core businesses. Their reputation is first class and their track record as pioneers, developers and providers of leading edge technologies and professional consultancy in sectors such as oilfield services and industrial automation is second to none. Their managed international solutions have set the standard which has become the industry benchmark.

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to £45,000 + Benefits

- Qualified, ideally 'Big 6' with international experience gained from either the manufacturing or service industry
- Highly motivated, mature and results oriented with natural interpersonal skills
- Independent and resourceful and capable of working successfully with limited supervision
- Able to forge strong international links, financial and otherwise within a changing organisation
- Relishing the prospect of a high profile role with up to 75% travel, half of which will be in Continental Europe and the U.S.
- Fluent in another European language, preferably German

This represents an exciting and challenging opportunity for the right individual to impact positively on the shape and growth of this successful international group. Opportunities for career progression within the group are excellent.

Interested applicants should apply immediately to **Robert Macmillan** or **Sarah Freeman**, stating current remuneration and quoting reference number UKR0012 at **Nicholson International** (Search and Selection Consultants), Bracton House, 34-36 High Holborn, London, WC1V 6AS, England. Alternatively telephone on +44 (0)171 404 5501, fax your details on +44 (0)171 404 8128 or Email: n@nicholsonint.com.

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### FINANCIAL ACCOUNTANT

c. £35,000 PLUS BONUS & BENEFITS

A new appointment for a rapidly growing petrochemical company trading and distributing a range of solvents; and manufacturing automotive chemicals - antifreeze, coolants, brake fluids, screen washes. There is a large tank farm and blending facility of Humberside. Subsidiaries in Dubai, Sweden, Belgium. Sales £85m last year representing about 150,000 tons of product delivered. Role includes: financial analysis, management reporting, statutory accounts. Possible opportunity for relocation overseas in due course for anyone interested, but this post is Wimbledon based, with a little travelling now and then. Qualified accountants with commercial experience, lively interests and sense of humour, who would fit into this small, high pressure team (70 in all) should send full CV in confidence to Bill Lubbock, Chairman.



Petrochem UK Ltd  
Flower Court, 56 High Street  
Wimbledon Village  
SW19 5EE

## Finance & Administration Manager

Vienna

Austria



Our client is the world's largest independent biotechnology company. For their fast expanding European operations, we are searching for a Finance and Administration Manager for a new Austrian affiliate. The successful candidate will be responsible for all F&A matters, including balance sheet, personnel issues, controlling as well as distribution related affairs. Dynamic professionals having relevant experience in a similar position within the healthcare industry, being bilingual German/English, are invited to send their CV and contact details, quoting ref: 434, to:

Thorburn-Geiger Group, POBox 1225, 1001 Lausanne,  
Switzerland Fax: +41 21 6131029



## Group Controller

£200 Million Expanding Group

London

£60,000 - £65,000 plus long term incentives and options

- Professional Group Management, accomplished at acquisitions
- Full plc exposure and international dimension
- Number two to Group Finance Director
- Responsible for Group results, accounting policy, tax and balance sheet management
- Requires active commercial and professional relationship with operating companies and divisional management
- Key role in acquisitions and integration
- Graduate chartered accountant with plc head office experience, and exposure to modern manufacturing
- Productive pc user, able to specify group IT infrastructure
- Probably aged 30s, strong professional credentials and inquisitive commercial brain.

Please send full cv, quoting Ref 2710, to:  
S+T+C Selection, 54 Jermyn Street,  
London SW1Y 6LX.

**S+T+C**  
SELECTION

## REGIONAL FINANCIAL CONTROLLERS

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c. £40,000 + CAR + BONUS

- Exciting opportunity to join market leading retailer of branded capital goods/services. Help spearhead a major change programme and contribute to business development as a key member of the regional senior management team.
- Part of a major plc with turnover in excess of £1 billion, highly regarded for its commitment to customer service and quality, and offering considerable scope for future career development.
- Highly commercial role, focused on:
  - Challenging traditional business processes;
  - Analysing customer/product profitability;
  - Reshaping the business to deliver better returns;
  - Delivering accurate business plans and forecasts;

- Maintaining high financial control standards through a Regional Finance Team.

• Candidates will be qualified accountants, with strong financial and analytical skills gained in an operational environment, and preferably within a multi-site retail/service business.

• Good intellect and rounded business awareness are essential, together with the commercial acumen to ensure the profitable delivery of outstanding customer service.

• Well developed interpersonal skills - able to persuade and influence across the business, as well as manage and motivate others. Unquestionably customer driven and a team player who can shape as well as monitor.

Please apply in writing quoting reference 984 with full career and salary details to:  
Susan Ryder  
Whitehead Selection Limited  
11 Hill Street, London W1N 8BB  
Tel: 0171 290 2645  
http://www.ghceet.co.uk/whitehead

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## STANDARD PRODUCTS LIMITED Company Financial Controller

Huntingdon

Competitive Salary + Benefits + Relocation

Standard Products Limited is an expanding £60m turnover company and is the UK subsidiary of a US Fortune 500 company with a worldwide billion dollar turnover. They are a market leading manufacturer of rubber sealing and decorative plastic trim for the global automotive industry and have implemented focused continuous improvement techniques throughout the four main manufacturing sites in the UK.

50% will be statutory accounts, treasury, cash management, tax, budgeting, forecasting and consolidation.

Candidates will be qualified ACA, either from a top 20 firm with at least 3 years post qualification experience and significant involvement with manufacturing clients or have at least 2 to 3 years experience in a commercial manufacturing accounting role. You will be an excellent communicator with good commercial knowledge and a continuous improvement mentality. Cost tracking experience and a working knowledge of French would be advantageous.

This is an opportunity for a commercial ACA to develop this broad role, reporting to the Finance Director, and allows the candidate to make a real contribution to the bottom line in a highly competitive environment with responsibility for a small team. 50% of the Financial Controller's role will be proactive financial control and guidance.

This is a challenging and varied role for a proactive and enthusiastic person.

Please send CV and full salary details to  
Chris Robinson. Closing date for  
applications Monday 13th May 1996.



Phoenix Search & Selection, Milton Hall,  
Milton, Cambridge, CB4 6AB  
Tel: 01223-441661 Fax: 01223-440851

## FINANCIAL CONTROLLER

London

£40,000

Our client is a major international retailing group which has undergone strategic reorganisation to maximise potential within existing and future markets.

As a result an opportunity now exists for an ambitious individual who is committed to a career in retail.

In an operational capacity you will be responsible for performing all aspects of financial control, providing management information and supporting the Financial Director. A stand alone role with decision making responsibility, it requires the following skills and experience:

- Achievement in a results orientated environment.
- Communication across the business.
- Proactive, innovative approach to problem solving.
- Line management and systems exposure.

An entrepreneurial and highly motivated self starter with strong interpersonal and technical skills, you will be a qualified accountant probably in your early 30s. Committed to developing the finance function as a resource to the business and comfortable maintaining relationships cross functionally, you will benefit from the progressive management ethos in a supporting environment.

To discuss this opportunity, please contact Deborah Shearer on 0171-405 4161. Alternatively send your CV to her quoting salary in total confidence at the address below.

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Chancery Lane, London EC4A 1DY  
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FINANCIAL TIMES

## MULTI-NATIONAL - MANUFACTURING Financial Controller

North West £45,000 + Car Allowance

Our client is a substantial multi-national manufacturing business. They are highly profitable and progressive with a track record of sustained growth and significant further expansion is envisaged through a combination of acquisitions and organic growth.

The key position of Financial Controller offers a wide range of responsibilities in a demanding business environment. Reporting to the European Financial Director and managing a sizeable team, you will provide a central finance and management information service for several European subsidiaries and also be responsible for developing and enhancing the quality of analysis and reporting to the European Headquarters. In addition, you will handle all UK statutory reporting requirements.

To fulfil these wide-ranging responsibilities, you must be a qualified accountant, probably aged 35-45, possessing the skills to cope with individuals from a wide range of disciplines and

cultures, coupled with the leadership ability to successfully combine responsibility for personnel management with the financial aspects of the position. This role will appeal to a good motivator with integrity, common-sense and commercial awareness. A second language would be advantageous.

The company offers excellent career prospects, a competitive salary, car allowance and other benefits commensurate with a leading multi-national company.

Please send your CV in the strictest confidence, quoting reference number FT/5389, to:

Jupiter Confidential Reply,  
Jupiter Advertising Ltd,  
4th Floor, Newton Silk Mill,  
Hobnob Street,  
Manchester M40 1HA.

**JUPITER**

## DIRECTOR OF FINANCIAL SERVICES



Building Our Vision  
of the Future

**Hays Executive**  
STRATEGIC SEARCH & SELECTION

Liverpool Housing Trust is one of the country's leading housing associations with over 8500 high quality homes across Merseyside. In the increasingly competitive housing association sector, LHT is successfully bringing commercial values and practices to the provision of affordable housing services. They have an aggressive development programme of over 300 homes per annum and reinvestment plans exceeding £20 million. Their financial performance gives them an enviable platform for the future, supported by a clear business plan and an established Trustwide commitment to TQM.

### The Opportunity

You will manage a revenue budget of c£15 million and annual capital spend of c £20 million. Leading a central team of 12, you will also have responsibility for controlling decentralised financial functions throughout the Trust and, as a key member of the management team responsible to the Chief Executive, you will report to the board. As part of the continuing drive for best services at lower cost, you will lead on the planned review of financial services. Other key elements will include:

- Development of improved management information
- Treasury management and raising private finance
- Budget planning and monitoring
- Statutory and regularity reporting
- Long term business planning
- High level representation

### The Appointee

- A qualified Accountant with strong technical grounding in finance and business, either in the public or private sector
- A team player experienced in achieving and delivering results through people
- An ability to understand and interpret complex business issues, credibly and concisely
- Proven experience in operating effectively at board level
- Ability to contribute to a results orientated participative environment
- Practical experience of developing accurate and timely management information

To apply please write including your cv and current salary details to our Recruitment Advisor, Simon B Potts, Hays Executive, 29 Stamford New Road, Atrincham, WA14 1EB. Tel: 0161 929 1689. Fax: 0161 926 8561. Closing date 16th May 1996. Interviews will be held from 3rd June 1996. Liverpool Housing Trust is an equal opportunity employer.

Handwritten note: 13/5/96